

ADULTS COMMITTEE



Date: Thursday, 19 July 2018

Democratic and Members' Services

Fiona McMillan

Deputy Monitoring Officer

14:00hr

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/cc-conduct-code>

2 Minutes & Action Log - 24th May 2018

5 - 14

3 Petitions and Public Questions

KEY DECISIONS

4 Hauxton Extra Care - Tender for Care Contract

15 - 20

**5 Mental Health Recovery & Community Inclusion Scheme - Tender
for Care Contract**

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10	Adults Committee Agenda Plan & Appointments to Outside Bodies	129 - 132

Exclusion of Press and Public

If Members wish to discuss appendix a of agenda item 5 it will be necessary for the Committee to resolve that the press and public be excluded from the meeting on the grounds that the item contains exempt information under Paragraph 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)

The Adults Committee comprises the following members:

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

Councillor Adela Costello Councillor Sandra Crawford Councillor Kevin Cuffley Councillor Janet French Councillor Derek Giles 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

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ADULTS COMMITTEE: MINUTES

Date: Thursday 24th May 2018

Time: 2.00pm to 3.55pm

Present: Councillors A Bailey (Chairwoman), A Costello, D Connor (substituting for Cllr D Wells), S Crawford, K Cuffley, J French, N Harrison, M Howell (Vice-Chairman) and G Wilson

Apologies: Councillor D Wells

84. NOTIFICATION OF CHAIRMAN AND VICE-CHAIRMAN

The Committee noted the appointment of Councillor Anna Bailey and Councillor Mark Howell as respectively Chairman and Vice-Chairman of the Adults Committee for the municipal year 2018-19.

85. DECLARATIONS OF INTEREST

There were no declarations of interest.

86. MINUTES – 20 APRIL 2018 AND ACTION LOG

The minutes of the meeting held on 20 April 2018 were agreed as a correct record and signed by the Chairwoman.

The Action Log was noted. In relation to individual entries, members were advised that:

- Minute 64 Action 1 – the map of support services was expected to be ready in June
- Minute 64 Action 2 – there was a large number of additions to be made to the contracts register; it would be shared later in May once this work was complete
- Minute 64 Action 3 – this could be removed as superseded by Minute 77
- Minute 77 – this action could be shown as completed.

Councillor Wilson thanked officers for the note circulated to members in response to his comments at the last two meetings on the costs of the recent consultation on changes to the Fairer Contributions Policy.

87. PETITIONS

No petitions were received

88. FINANCE AND PERFORMANCE REPORT – OUTTURN 2017-18

The Committee considered the 2017-18 Outturn Finance and Performance report for People and Communities, with particular reference to finance and performance for Adults Services. Members noted that the final position was an overspend of £326k, slightly improved on the forecast position at the Committee's meeting in March.

In response to an expression of some concern at the implications for 2018-19 of the savings which had not been achieved in 2017-18, members were advised that savings which it had not been possible to deliver were addressed through the 2018-19 Business Plan; in many cases, the issue was one of the phasing of expenditure.

The Chairman expressed the Committee's recognition of the huge achievement in 2017-18 of £16.8m savings across People and Communities without cutting front-line services, and thanked all involved for their hard work.

It was resolved unanimously

1. to review and comment on the report
2. to recommend to General Purposes Committee that the remaining earmarked reserve within Adults Services be re-approved for 2018/19 (section 3 of the report before Committee)

89. ADULTS POSITIVE CHALLENGE PROGRAMME

The Committee received a report updating members on the work on the Adults Positive Challenge Programme, following the update to Committee in January 2018. Members noted that the report set out the work streams that could be implemented immediately, and that the savings target round the older people's budget was £1m in the current financial year; the full business case was a substantial document, which could be supplied to members on request. The Chairman thanked officers for the huge amount of work they had done in a very short space of time.

Discussing the report, members

- expressed support for this exciting piece of work
- asked whether the Adults Committee or the General Purposes Committee would be receiving information on the more detailed proposals, and how the costs would be split between Cambridgeshire and Peterborough.

Officers advised that the costs would be set out for members, with information on what was being charged to each authority. The Outline Business Case had identified a number of areas of opportunity; it would be necessary to combine the consultants' view with the views of officers, then the detail of each area of work would be brought to the Committee before taking the whole proposal to General Purposes Committee

- noted that the cost of the 'Fast Forward' phase of the programme was likely to be around £240k, and that a detailed proposal and Transformation Fund bid would be brought to Adults Committee and General Purposes Committee.

It was resolved unanimously to

- a) comment on and endorse the new mission for adult social care as described in 2.2.1 of the report before Committee

- b) comment on and endorse the work to date on the Adults Positive Challenge Programme and the opportunities identified
- c) approve the engagement of iMPower consultancy to support delivery the rapid implementation priorities as set out in section 2.1.2 of the report
- d) endorse the proposal to go forward to General Purposes Committee for further investment from the Transformation Fund to facilitate delivery of the programme
- e) endorse the proposals set out in section 2.2.4 of the report for the scope of the programme, specifically that it be a whole-Council initiative, led by the Adults Committee but supported by all directorates and committees.

Note: Because business at this stage of the meeting had proceeded more quickly than anticipated, presenting officers for some agenda items had not yet arrived. With the Committee's consent, the Chairman therefore reordered the agenda to make best use of the time of members and officers present.

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

The Committee received a report inviting it to consider appointments to outside bodies, internal advisory groups and panels, and partnership liaison and advisory groups. Members noted that Councillor Wells had indicated he would be willing to continue to serve on the Mental Health Governance Board.

Councillor Wilson reported that he had been appointed by the Health Committee to serve on the Cambridgeshire and Peterborough NHS Foundation Trust Board of Governors. Councillor Howell requested that the Physical Disability and Sensory Impairment Partnership Board be asked to avoid scheduling meetings on days when Full Council was due to meet. **Action required**

It was resolved unanimously to:

- (i) review and agree the appointments to the partnership liaison and advisory groups detailed in Appendix A of the report before Committee, namely
 - a) Carers' Partnership Board – Councillor K Cuffley
 - b) Learning Disabilities Partnership Board – Councillor A Costello
 - c) Mental Health Governance Board – Councillor D Wells
 - d) Older People's Partnership Board – Councillor A Bailey
 - e) Physical Disability and Sensory Impairment Partnership Board – Councillor M Howell
- (ii) delegate, on a permanent basis between meetings, the appointment of representatives to any outstanding outside bodies, groups, panels and partnership liaison and advisory groups within the remit of the Adults Committee to the Executive Director: People and Communities, in consultation with the Chairman/ woman of the Adults Committee.

91. ADULTS COMMITTEE TRAINING PLAN

The Committee received a report summarising the training outlined during 2017/18 and introducing the draft training plan for the Committee for 2018/19. The Service Director: Older People and Safeguarding assured members that the teams very much welcomed visits from members. Visits both reinforced staff's sense of purpose and provided a development opportunity for them.

Examining the training plan, members

- said that it would be helpful to receive specific invitations to visit front line teams as well as having some workshops. The Service Director undertook to arrange some firm dates (a maximum of half a day) for members to learn more about front line practice, and to arrange a dedicated workshop on Safeguarding and other issues suitable for this format **Action required**
- suggested that, while a safeguarding workshop would be suitable for larger numbers, it would be better to offer the Induction to Adults Services sessions to only two or three people at a time
- agreed that the session on Commissioning Services should be held as a workshop at Shire Hall
- agreed that the overview of the Adults Social Care – support plans – process – performance should be held in workshop or seminar format, and include some front-line staff; the Chairman commented that support plans were of crucial importance
- pointed out the importance of Carers, and suggested that the session on the Council's work in relation to Carers be held on the same day as a meeting of the Carers' Partnership, to give members the opportunity to meet some Carers
- asked that, in general, dates be identified well in advance to help members arrange to attend, including requesting leave from work where necessary. The Service Director undertook to draw up a calendar of training events and circulate it to members. **Action required**

It was resolved

to comment and make suggestions for the Committee's training plan for 2018/19

92. AGENDA PLAN

The Committee considered its agenda plan, noting the need to add the Adults Positive Challenge Programme Outline Business Case to the agenda for July.

It was resolved:

to note the Agenda Plan, subject to changes identified at the meeting.

93. DEEP DIVE: NEIGHBOURHOOD CARES PILOT

The Committee received a 'deep dive' update report on progress on the Neighbourhood Cares Pilot (NCP) to date, and future plans for the pilot. The report was presented by Louise Tranham, Neighbourhood Cares Manager, accompanied by two members of local Neighbourhood Cares teams, Alison Bourne from the St Ives team and Wendy Lansdown from the Soham team.

Members noted that

- it was very important to recruit the right people to deliver the service; they had to be able to self-manage and to understand the risks and challenges of conversations with residents
- team members came from a wide variety of backgrounds, including community work, social work and nursing, but all were fully committed to the NCP
- the Soham NCP covered the town itself, whereas the St Ives NCP was attached to the Spinney GP practice, which included residents of surrounding villages
- Soham Library was proving to be a more satisfactory location for the pilot than the Broadleas Centre in St Ives, though using a room in the Spinney GP surgery once a week was working well
- conversations with residents were centred on establishing what a person wanted, rather than on having an entitlement to an eligible need
- an external evaluator, York Consulting, was reviewing the NCP; an report on the interim findings would be brought to Committee in November and should be added to the agenda plan

Action required

By way of illustration, a further case study was recounted. Mrs B had been referred to the NCP by the Joint Emergency Team (JET) from health, concerned at her unsuitable, dirty living conditions and lack of care for herself. The Neighbourhood Cares Worker (NCW) assessed the situation, and starting from what Mrs B wanted to achieve, worked with other services to help her. For example, the local housing association was willing to undertake a deep clean of the house if Mrs B would put in effort to maintaining improved standards. The NCW continued to visit with diminishing frequency, and Mrs B started looking after herself and coming along to drop-in sessions, looking slightly better dressed and cared-for each time.

Other cases included Annie, who had been referred by her GP. She had a history of calling 999 and going to hospital in a crisis, but instead would call the NCW. After some weeks, she had progressed to being able to say 'it'll wait till next week, I know you're busy with the bank holiday coming up', and she once said 'what I really like about your service, people have been sent who do things for me, but you do things with me'.

The two NCWs said that they enjoyed having the freedom to undertake holistic pieces of work and see what made a difference in people's lives; much of the work of community development was concerned with prevention. The NCP was demonstrating that there was a great deal which people and communities could do for themselves. Only rarely did the NCW get involved in hands-on care; if a long-term care package was required, the NCW would ensure it was what the person needed, with family, friends and volunteers all involved in a person-centred support plan. The aim was to have team members who were based in the localities they served.

In discussion, members

- commented that, without the NCP, Mrs B would have had services imposed and the outcome would have been much less successful
- noted that NCWs had considerable contact with GPs, including informal conversations on days when they were based in the St Ives surgery, and more formal referrals; the teams also worked closely with the Alzheimer's Society, and with the Assistive Technology Telehealthcare team
- noted that NCWs did not classify cases as open or closed; all remained open to future activity
- commented that, though the NCP seemed an excellent idea which would be very welcome elsewhere in the county, it would be necessary to consider the evaluation report with the head, not the heart
- asked whether the Committee would be seeing the evaluation criteria, and whether the evaluation would be considering the benefits to the wider NHS as well as to the County Council. Officers advised that they were working with NHS colleagues to assess the impact of the pilot on their work, and were alert to the possibility that the NCP could reduce NHS costs but increase costs for the Council
- in answer to a question on financing the work, noted that currently the localities held the NCP budget, but plans had been put in place for the Neighbourhood Cares teams to be in charge of their own budgets, with the exception only of such matters as payroll and HR, and safeguarding, which would be dealt with centrally.

The Chairman urged members to attend a Neighbourhood Cares team meeting; the Service Director was asked to add it this to the Training Plan. **Action required**

It was resolved unanimously

to consider the report and provide comments on progress, proposed developments and issues raised by the pilot so far

to endorse the recommendations for the next phase of the pilot as set out in Section 8 of the report before Committee.

94. CAMBRIDGESHIRE AND PETERBOROUGH DEMENTIA STRATEGIC PLAN

The Committee received a report outlining the strategic plan for improving outcomes, experience, and the cost-effectiveness of services for people living with dementia and their carers as a national and local priority. Members noted that the plan related to the whole health and social care system, and provided an opportunity to bring together previous knowledge and experience. This was the thirteenth of fourteen meetings to which the plan had been presented; the fourteenth would be the Health and Wellbeing Board (HWB), which was due to meet simultaneously with the Peterborough HWB at the end of May.

Members noted that

- dementia had a huge impact on individuals, families and communities, and as the population aged, it was expected that the incidence would double by 2021 from the present 8,000 cases in Cambridgeshire and Peterborough
- dementia often coincided with other conditions and with physical frailty; people often deteriorated only slowly, with ten or so difficult years followed by two or three very difficult years
- the Cambridgeshire capacity for pre- and post-diagnosis support was small; the Council supplied funding of £18k for a dementia information adviser, but the Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) commissioned other memory-related work
- priorities included increasing the dementia diagnosis rate and ensuring that there were suitable specialist acute and community services available; a longer-term goal was likely to be the establishment of a dementia resource centre.

In the course of discussing the report and strategy, members

- enquired whether the unwieldiness of the approval process would hamper implementation of the strategic plan. Members were advised that the challenge had been to ask system leaders to look at the issue together; the Sustainability and Transformation Partnership (STP) had wanted a business case at the start, rather than waiting until the strategy document was complete; if the right community resources were in place, then resources could be released for the acute sector
- commented that it was important to make dementia-friendly communities a reality, but said that it might not necessarily be helpful to label them as something for people with dementia. Members noted that 'dementia-friendly community' was a nationally-recognised term concerned with opening up dementia to the community
- observed that Neighbourhood Cares provided good help for people with mild dementia, and noted that a dementia resource centre would be a focus for more specialist services to assist those with more advanced dementia

- expressed concern at the practicalities of establishing a dementia resource centre for Cambridgeshire, given the rural nature of much of the county and associated transport difficulties; for people with dementia, travelling outside their familiar local area could cause problems. Members noted that work on social isolation had identified transport as a difficulty in bringing people together.

It was resolved unanimously

to approve the Strategic Plan so that the improvement in outcomes, experience and cost effectiveness in dementia care across Cambridgeshire and Peterborough could be delivered.

On behalf of the Committee, the Chairman thanked Ruth Yule, Democratic Services Officer, for her work supporting the Committee and wished her well for her retirement.

Chairman



Introduction:

This log captures the actions arising from the Adults Committee up to the meeting on **24 May 2018** and updates Members on progress in delivering the necessary actions.

This is the updated action log as at 2018

Meeting of 8 March 2018

Minute No.	Report Title	Action to be taken by	Action	Comments	Status
64.	Joint Commissioning of Floating Support Service	W Patten	Develop a map of support services for adults to assist members in forming a clear picture of the different services and the overall provision available to support adults	The map of support services has been drawn up and will be circulated by end of July.	Completed
		W Patten	Share the contracts register with members of the Committee	The contracts register has been shared with Members.	Completed

Meeting of 12 April 2018 – all actions completed

Meeting of 24 May 2018

Minute No.	Report Title	Action to be taken by	Action	Comments	Status
90.	Appointments to Outside Bodies etc.	R Yule	Ask Physical Disability and Sensory Impairment Partnership Board to avoid scheduling meetings on days when Full Council is due to meet.	Email sent to Carol Williams, Strategic Development Manager, requesting that Full Council dates be avoided when setting Partnership Board meeting dates; acknowledgement of the request received.	Completed
91.	Adults Committee Training Plan	C Black	Arrange some firm dates (a maximum of half a day) for members to learn more about Safeguarding and the whole service user journey.	A date has been identified - 14 February 2019 (reserve Committee date) - and will be included in the training plan.	Completed
		C Black	Draw up a calendar of training events and circulate it to members.	A draft training plan has been drawn up and will be circulated to Members by the end of July.	Completed
93.	Deep Dive: Neighbourhood Cares Pilot	C Black	Add a visit to a Neighbourhood Cares team meeting to the Training Plan	A date has been identified and added to the training plan.	Completed
		R Yule	Add interim findings of York Consulting report on NCP to agenda plan for November	Added to agenda plan	Completed

HAUXTON EXTRA CARE SCHEME – TENDER FOR CARE CONTRACT

To: **Adults Committee**

Meeting Date: **19 July 2018**

From: **Executive Director, People & Communities**

Electoral division(s): **All**

Forward Plan ref: **2018/045** *Key decision:* **Yes**

Purpose: **To outline the case for tendering the care and support contract in Hauxton extra care scheme.**

Recommendation: **The Committee is recommended to agree to tender the care contract at Hauxton extra care scheme.**

<i>Officer contact:</i>	<i>Member contacts:</i>
Name: Shauna Torrance Post: Acting Head of Commissioning Email: Shauna.torrance@cambridgeshire.gov.uk Tel: 01223 714697	Names: Cllr Bailey/Cllr Howell Post: Chair/Vice-Chair Email: annabailey@hotmail.co.uk/ mark.howell@cambridgeshire.gov.uk Tel: 01223 706398

1. BACKGROUND

- 1.1 Hauxton in South Cambridgeshire was originally identified as a strategic site that offered the opportunity to develop a new scheme in the Extra Care Commissioning Strategy 2011-15. Unfortunately, the scheme was delayed due to contamination on the site and planning issues. The development at Hauxton will consist of 380 homes including the extra care scheme.
- 1.2 Extra care housing is defined as specialist accommodation designed to maximise the independence of older people by providing a safe and accessible environment. People retain the independence of having their own home and at the same time benefit from the availability of around the clock social care and housing support.

2.0 NEEDS ANALYSIS

- 2.1 In 2017, Sheffield Hallam University (SHU) were commissioned to carry out research as part of the Northstowe 'Healthy New Towns' Project which is supported by NHS England. As part of this work SHU developed a tool to assist local authorities to more accurately assess the demand for specialist housing, including sheltered and extra care. SHU used demographic data for those aged 75 and over and carried out an analysis of the 100 local authorities with the greatest level of supply. The model was then further refined to take account of the number of people aged 75 and over with a long-term health condition or disability. The model advises that by 2025 an additional 64 units of extra care housing will be required in South Cambs area.

3.0 THE HAUXTON EXTRA CARE SCHEME

- 3.1 BPHA (Bedfordshire Pilgrim Housing Association) are developing the extra care scheme and there have been regular meetings with BPHA, South Cambridgeshire District Council and the County Council. The scheme will consist of 70 flats, of which 45 will be 2 bedroom leasehold properties and 25 x 1 bedroom rented flats. BPHA envisage that the scheme will open in February/March 2019.
- 3.2 An allocations policy will be put in place to setting out the criteria for applicants to ensure that prospective tenants would benefit by moving into the scheme and this will ensure that resources are used effectively to maintain a balanced community of people with a range of needs.
- 3.3 The Council usually tenders for a flexible core and add-on contract. Generally this would be for a total of 203 hours per week, which provides 140 daytime hours and 63 hours waking night cover. This ensures that during peak day time hours, more than one member of staff will be available to provide care. Any additional hours above the daytime core of 140 are dependent upon the assessed care needs of the tenants.
- 3.4 Similar schemes have cost in the region of £170,000 per annum but the final costs will be determined through a competitive tender. The Council are working with BPHA to identify where added value can be achieved in supporting the wellbeing of residents

and people living in the wider community

- 3.5 Extra care housing schemes are an integral part of the 'prevention' agenda. The supportive environment in schemes enables older people to live independently for longer and improves health and wellbeing outcomes thereby delaying or preventing the use of residential care. In City and South Cambs there is a lower rate of care home beds per 1,000 people than the county average and there are also capacity issues with regard to the availability of homecare.

4.0 RECOMMENDATION

- 4.1 It is recommended that the Council commissions the contract for the scheme at Hauxton for 3 years with an option to extend for a further year.

5.0 ALIGNMENT WITH CORPORATE PRIORITIES

5.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

5.2 Helping people live healthy and independent lives

The following sets out the details of the implications identified by officers:

- People will be enabled to live in their own homes for as long as possible
- Potential reduction in the use of residential care.

5.3 Supporting and protecting vulnerable people

Extra care housing schemes provide for the availability of 24/7 care to support independent living for some of the most vulnerable members of society.

6.0 SIGNIFICANT IMPLICATIONS

6.1 Resource Implications

People moving into the scheme should already be in receipt of social care services and therefore overall there should not be significant additional resource implications. The Council would expect to achieve a competitive rate for the contract as usually there are a healthy number of responses to tenders in extra care schemes.

6.2 Procurement/Contractual/Council Contract Procedure Rules Implications

Work is underway with LGSS Procurement to apply Contract and Procurement Rules and Public Contract regulations.

6.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

6.4 Equality and Diversity Implications

There are no significant implications for this priority.

6.5 Engagement and Communications Implications

There are no significant implications within this category.

6.6 Localism and Local Member Involvement

There are no significant implications within this category.

6.7 Public Health Implications

There is an evidence base that suggests extra care housing improves health and well-being outcomes for older people.

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 Finance?	Yes Name of Financial Officer: Paul White and Chris Malyon
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Allis Karim
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Oliver Hayward
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: Oliver Hayward
Have any Public Health implications been cleared by Public Health	Yes or No Name of Officer:

Source Documents	Location
None	

MENTAL HEALTH RECOVERY AND COMMUNITY INCLUSION SERVICE

To: **Adults Committee**
Meeting Date: **19th July 2018**
From: **Commissioning Director**
Electoral division(s): **All**

Forward Plan ref: **2018/056** *Key decision:* **Yes**

Purpose: **To request approval for the award of contract for a county-wide Mental Health Recovery and Community Inclusion Service**

Recommendation: **The Committee is being asked to:**
a) Approve the award of contract for a county-wide Mental Health Recovery and Community Inclusion Service

<i>Officer contact:</i>		<i>Member contact:</i>	
Name:	Sarah Bye	Names:	Councillor Anna Bailey
Post:	Commissioning Manager	Post:	Chairman Adults Committee
Email:	Sarah.bye@cambridgeshire.gov.uk	Email:	Anna.Baiely@cambridgeshire.gov.uk
Tel:	07468 718793	Tel:	01223 706398

1. BACKGROUND

- 1.1** Cambridgeshire County Council (CCC), Peterborough City Council (PCC) and Cambridgeshire and Peterborough Clinical Commissioning Group (C&P CCG) are jointly commissioning the Mental Health Recovery and Community Inclusion Service for Adults with mental health needs that would benefit from a range of interventions in a community setting. The service will enable people to develop the skills and resources needed to gain independence, build resilience and enhance coping skills.
- 1.2** This contract will replace a range a different existing contracts to deliver a single service, including voluntary sector (prevention) and statutory services.
- 1.3** CCC is the lead commissioner for the service. Funding for the service will be through alignment of current investment from CCC, PCC and C&P CCG.
- 1.4** The contract will be for an initial period of 3.5 years, with options to extend for two further periods of two years each, making 7.5 years in total. This period was chosen as it aligns with the CCC Drug and Alcohol contract, which has similar client groups and opportunities for closer working between the services. The Joint Commissioning Board also recommended the length of contract due to the transformative nature of the service and developments across the mental health pathway
- 1.5** Adults Committee approved the procurement on the 8th March 2018
- 1.6** The total budget is £7,927,897 for the total length of contract. The contract start date is 01/10/2018.
- 1.7** A tender exercise was undertaken and evaluation has now been completed.

2. MAIN ISSUES

- 2.1** The procurement was undertaken between mid-February and June 2018.
 - Bids were received from 7 providers.
 - The tender was evaluated on 60% quality and 40% pricing score.
 - The evaluation took place between 02/05/2018 and 21/05/2018. The moderation meeting was on 22/05/2018.
 - A panel of service users/family evaluated two of the award questions on 21/05/2018. The panel was facilitated by SUN Network and attended by Sarah Fuller, LGSS Procurement.
 - The financial evaluation was undertaken by Procurement with further clarification questions reviewed by the Evaluation Panel and discussed with a member of the Finance Team.

2.2 Scoring

Potential Provider	Quality (60)	Pricing (40)	Total Score
Provider A	36	31.64	67.64
Provider B	30.75	-	30.75
Provider C	42.75	24.78	67.53
Provider D	51.75	35.64	87.39
Provider E	51	35.25	86.25
Provider F	51.75	25.44	77.19
Provider G	31.5	-	31.5

Provider B and Provider G were excluded from the procurement because they failed to achieve the minimum quality standard of 60% (36 out of 60).

The preferred provider is Provider D.

2.3 Award of Contract

2.3.1 It is recommended that the contract is awarded to Provider D.

2.3.2 A presentation to the Cambridgeshire and Peterborough Joint Commissioning Board was made on the 18th of June 2018. The Board agreed to recommend to Adults Committee that Provider D should be awarded the contract.

2.3.3 A presentation to the Cambridgeshire and Peterborough CCG's Clinical Executive Committee was made on the 26th of June 2018. The Committee agreed to award the contract to Provider D.

2.4 Next Steps

Following approval of the award of contract the following steps would be taken:

Award notice issued to all bidding providers	20 th July 2018
Standstill period (10 days) ends	31 st July 2018
Mobilisation discussions begin	1 st August 2018
Contract commencement	1 st October 2018

3. ALIGNMENT WITH CORPORATE PRIORITIES

The County Council has adopted a Transforming Lives approach over the last couple of years with the aim of supporting people to be more independent by taking a 'spend to save' approach. This has included establishing the Adult Early Help Team and other prevention initiatives including the remodelling of older peoples support services. This service fully supports this priority, promoting wellbeing and support, using localised services and personal networks wherever possible. Prevention will be enhanced through a focus on a community based approach. Support through this service will be

personalised and based upon the persons' own strengths, capacity, knowledge, and networks.

3.1 Developing the local economy for the benefit of all

The following bullet points set out details of implications identified by officers:
The Mental Health Recovery and Community Inclusion service will support people to:

- improve their employability skills
- access volunteer opportunities including developing peer support models
- lead to fewer people being excluded from the mainstream, allowing them to participate in local communities and the economy

3.2 Helping people live healthy and independent lives

The following bullet points set out details of implications identified by officers:
The Mental Health Recovery and Community Inclusion service will support people to:

- improve/maintain their mental well-being
- develop peer support groups
- become more involved in their local communities
- access opportunities to improve their physical health
- make fewer demands on health and social care services

3.3 Supporting and protecting vulnerable people

The following bullet points set out details of implications identified by officers:
The Mental Health Recovery and Community Inclusion service will support people to:

- move out of poverty/financial crisis
- reduce stigma associated with mental health within the local community
- escalate support appropriately (for people whose mental health may be deteriorating)
- develop emotional wellbeing and coping strategies improving Mental Health and resilience

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

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

- An investment of £800,507 annually from CCC
- Investment by PCC of £145,000 and CCG of £141,546
- Agreements with the CCG and PCC to align budgets to this service to provide economies of scale and consistent and equitable service delivery
- Four current providers are in scope for the procurement (Richmond Fellowship, Lifecraft, Metropolitan and CPSL Mind). TUPE will apply to the procurement exercise and has been considered as part of the tender bids.
- The tender invited bids within the outlined maximum financial envelopes and ask providers to tender within an annual budget that included 2% year on year savings from the Cambridgeshire County Council investment. The annual maximum budget

specified in the tender was £7,927,897 and with the anticipated efficiencies, for Cambridgeshire, built into the procurement a saving of £206,188 should be achieved across the lifetime of the contract.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

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

- This procurement complies with the Council's Contract Procedures Rules
- Contract length of 3.5 years +2+2to align with potential to procure a joint recovery service with Drug and Alcohol commissioners within Public Health
- The contract will be held by Cambridgeshire County Council.

4.3 Statutory, Legal and Risk Implications

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

- The service will deliver quality and more affordable packages of statutory care as part of a joined up approach to service delivery to remove duplication and provide more effective commissioning of support packages for complex mental health needs and the ability to step down more easily.
- In order to jointly commission the service across Cambridgeshire and Peterborough authorities, a Delegation Agreement has been drafted and agreed by both parties' legal teams.
- A Collaboration Agreement has been drafted between Cambridgeshire County Council and Cambridgeshire and Peterborough CCG to align budgets to this service.
- There is a risk that an unsuccessful provider could challenge the decision, however the procurement has been conducted fairly and transparently in line with the Public Contract Regulations

4.4 Equality and Diversity Implications

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

- This service is designed to support those in our communities who require support under the Care Act 2014 and Equality Act 2010.
- The service will be committed to reducing the stigma of mental health in local communities participating in and leading local initiatives
- The service will aim to improve the equality of access to services for people with mental health need.

4.5 Engagement and Communications Implications

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

- This service and tender outcome has been developed and evaluated in consultation with PCC and CCG colleagues

- Views have been sought from providers, stakeholders and service users about the service and the proposed model of delivery.
- A series of engagement events were held with current and prospective providers as well as local stakeholders within mental health pathways
- The public haven't directly been approached in relation to this procurement although feedback from both carers and service users has been actively sought
- The CCC Communications team have been engaged to assist with a proactive communications approach to the launch of the service.

4.6 Localism and Local Member Involvement

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

- The service will be designed to meet local needs across the diverse nature of the county, providing an equitable service and adding value to local services rather than duplicating provision that already exists
- The service delivery proposal aims to empower service users and local communities to develop the service in a flexible way to meet local needs

4.7 Public Health Implications

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

- The service provides a proactive approach to prevent escalating mental health needs supporting Public Health initiatives around anti-stigma and improving physical health needs
- There is a longer term ambition to procure a joint community based service to meet the needs of people with co-occurring mental health and substance misuse needs and initiatives working with people with co-occurring needs will be delivered by the provider.

Source Documents	Location
None	None

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Tom Kelly
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	Yes Name of Financial Officer: Paul White
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Duncan Dooley-Robinson
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Oliver Hayward
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: Oliver Hayward
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Tess Campbell

Agenda Item No: 6

Multi-Disciplinary Floating Support Service for Cambridgeshire and Peterborough

To: **Adults Committee**
Meeting Date: **19th July 2018**
From: **Commissioning Director**
Electoral division(s): **All**

Forward Plan ref: **2018/057** *Key decision:* **Yes**

Purpose: **To request approval for the award of contract for a Multi-Disciplinary Floating Support Service which will work across Cambridgeshire and Peterborough**

Recommendation: **The Committee is being asked to:**

Approve the award of contract for a Multi-Disciplinary Floating Support Service which will work across Cambridgeshire and Peterborough

<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Lisa Sparks	Names:	Councillor Anna Bailey
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Tel:	01223 699277 / 07900 163590	Tel:	01223 706398

1. BACKGROUND

- 1.1** At meetings on 21st September 2017 and 22nd November 2017, Joint Commissioning Board agreed that the Floating Support Service provided excellent value for money and is the Councils preferred delivery model for housing related support. Approval was given for the service to be re-tendered jointly with Peterborough to achieve one service across Cambridgeshire and Peterborough.
- 1.2** A Delegation Agreement was agreed between PCC and CCC allowing CCC to commission the service on behalf of PCC.
- 1.3** This single contract will replace a range of different existing CCC contracts and PCC grants to deliver a single service with one access point in order to encourage providers to work in partnership to deliver increased capacity through economies of scale.
- 1.4** The specification has been designed to allow for the expansion of the service should the Supported Housing Review highlight that some accommodation based support could be delivered via this model in the future. This is a key element of the new jointly commissioned service which could help deliver savings in future years.
- 1.5** The contract will be for an initial period of 3 years, with an option to extend for an additional year, making 4 years in total.
- 1.6** Adults Committee approved the procurement on the 8th March 2018.
- 1.7** The total budget is £3,811,688 for the total length of contract. The contract start date will be 01/10/2018.
- 1.8** A tender exercise was undertaken and evaluation has now been completed.

2. MAIN ISSUES

- 2.1** A competitive tender process was undertaken which concluded in May 2018.
 - Bids were received from 5 providers.
 - The tender was evaluated on 70% quality and 30% pricing score.
 - The evaluation took place between 28/04/18 and 18/05/2018. The moderation meeting was on 21/05/2018.
 - The financial evaluation was undertaken by Procurement.

2.2 Scoring

2.2.1 Scores for each of the bidders are shown below:

Bidder	Quality Score (70%)	Price per annum	Price Score (30%)	Total Score
Provider A	11.25	Non-compliant	N/A	N/A
Provider B	51.00	£952,922.00	25.90	76.90
Provider C	31.50	£903,343.51	30.00	61.50
Provider D	54.00	£952,922.00	23.99	77.99
Provider E	48.00	£952,922.00	24.09	72.09

2.2.2 The preferred provider is Provider D.

2.3 Award of Contract

2.3.1 It is recommended that the contract is awarded to Provider D.

2.3.2 A presentation to the Cambridgeshire and Peterborough Joint Commissioning Board was made on the 18th of June 2018. The Board agreed to recommend to Adults Committee that Provider D should be awarded the contract.

3. ALIGNMENT WITH CORPORATE PRIORITIES

The County Council has adopted a Transforming Lives approach over the last couple of years with the aim of supporting people to be more independent by taking a 'spend to save' approach. This has included establishing the Adult Early Help Team and other prevention initiatives including the remodelling of older peoples support services. This service fully supports this priority.

3.1 Developing the local economy for the benefit of all

There are no significant implications for this priority, however the service will also be able to support people to;

- improve their employability skills
- access volunteer opportunities

3.2 Helping people live healthy and independent lives

The following bullet points set out details of implications identified by officers:
Floating support service outcomes will include:

- Improved quality of life and feeling of wellbeing
- Maintain independent living and avoid homelessness
- Better manage physical and mental health without the need to access secondary mental health services.

3.3 **Supporting and protecting vulnerable people**

The following bullet points set out details of implications identified by officers:
Floating support activities include support with:

- Finding a home and setting up a tenancy
- Keeping the home safe and secure
- Setting a budget and paying bills
- Developing life skills to sustain living in the home
- Accessing education, training and employment
- Living a healthy lifestyle and engaging with primary health services
- Support to develop emotional wellbeing and coping strategies improving Mental Health and resilience

4. **SIGNIFICANT IMPLICATIONS**

4.1 Resource Implications

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

- This model provides the best value for money in terms of housing related support.
- Joint tendering across CCC and PCC will deliver efficiencies of scale.
- Establishing a robust service delivery model will allow for support to be delivered this way in future delivering savings.

4.2 **Procurement/Contractual/Council Contract Procedure Rules Implications**

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

- This procurement complies with the Council's Contract Procedures Rules.
- A contract of 3 years (+1) is to be offered

4.3 **Statutory, Legal and Risk Implications**

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

- While this is not a statutory service, it supports a large number of households at minimal unit cost and ensures that households avoid the need for more costly statutory Council services.
- In order to jointly commission the service across both local authorities a Delegation Agreement has been drafted and has been agreed by both parties' legal teams.
- There is a risk that if this service is not commissioned then the opportunity to deliver further savings by delivering support in this way in future will be lost.

4.4 Equality and Diversity Implications

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

- This service is designed to support those in our communities who may be vulnerable or marginalised as identified in the Equalities Act.
- Support is provided for disabled households to ensure the correct benefits are received (i.e. Personal Independence Payment)
- A previous service review (in 2015) highlighted that a wide range of vulnerable households from all relevant groups would be significantly impacted were funding for the service reduced.
- Stakeholders report that the preventative nature of the support has real impact on maintaining independence and avoiding the need for crisis intervention by statutory services.
- A Community Impact Assessment has not been carried out in relation to this exercise as the budget has been maintained.

4.5 Engagement and Communications Implications

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

- This service and tender outcome has been developed and evaluated in consultation with PCC and CCG colleagues
- Views have been sought from providers, stakeholders and service users about the service and the proposed model of delivery.
- A series of engagement events were held with current and prospective providers as well as local stakeholders within mental health pathways
- The public haven't directly been approached in relation to this procurement although feedback from both carers and service users has been actively sought
- The CCC Communications team have been engaged to assist with a proactive communications approach to the launch of the service.

4.6 Localism and Local Member Involvement

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

- The service will be designed to meet local needs across the diverse nature of Cambs and Peterborough, providing an equitable service and adding value to local services rather than duplicating provision that already exists

4.7 Public Health Implications

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

- The proposal will have a positive impact on the health of Cambridgeshire residents
- The service aims to meet the needs of people to prevent a crisis and thereby meeting the needs of those most in need in a timely manner.

- The service provides a proactive approach to prevent vulnerable people from losing their homes and therefore reducing the physical and mental health impacts of homelessness

Source Documents	Location
None	None

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	yes Name of Financial Officer: Tom Kelly
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	yes Name of Financial Officer: Paul White
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Duncan Dooley-Robinson
Have the equality and diversity implications been cleared by your Service Contact?	yes Name of Officer: Oliver Hayward
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: Oliver Hayward
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Tess Campbell

FINANCE AND PERFORMANCE REPORT – MAY 2018

To: **Adults Committee**

Meeting Date: **19 July 2018**

From: **Executive Director: People and Communities
Chief Finance Officer**

Electoral division(s): **All**

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

Purpose: **To provide the Committee with the May 2018 Finance and Performance report for People And Communities Services (P&C).**

The report is presented to provide the Committee with the opportunity to comment on the financial and performance position as at the end of May 2018.

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

<i>Officer contact:</i>	
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1.0 BACKGROUND

- 1.1 A Finance & Performance Report for People and Communities (P&C) is produced monthly and the most recent available report is presented to the Committee when it meets.
- 1.2 The report is presented to provide the Committee with the opportunity to comment on the financial and performance position of the services for which the Committee has responsibility.
- 1.3 This report 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. Members are requested to restrict their attention to the budget lines for which this Committee is responsible, which are detailed in Appendix A, whilst the table below provides a summary of the budget totals relating to Adults Committee:

Forecast Variance Outturn (Previous) £000	Directorate	Budget 2018/19 £000	Actual May 2018 £000	Forecast Outturn Variance £000
0	Adults & Safeguarding	154,174	29,869	0
0	Adults Commissioning (including Local Assistance Scheme)	10,616	689	0
0	Total Expenditure	164,789	30,558	0
0	Grant Funding (including Better Care Fund, Social Care in Prisons Grant etc.)	-26,514	-319	0
0	Total	138,275	30,239	0

Please note: Strategic Management – Commissioning, Executive Director and Central Financing budgets cover all of P&C and are therefore not included in the table above.

To ensure financial information is presented in a consistent way to all Committees a standardised format has now been applied to the summary tables and service level budgetary control reports included in each F&PR. The same format is also applied to the Integrated Resources and Performance Report (IRPR) presented to General Purposes Committee (GPC). The data shown provides the key information required to assess the financial position of the service and provide comparison to the previous month.

1.4 Financial Context

As previously discussed at Adults Committee the major savings agenda continues 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, services continue to face demand pressures, particularly in Older People's services as a result of increased demand in the NHS and improved performance in reducing delays in transfers of care, and in Learning Disability services where the needs of the relatively static group of service-users are increasing.

2.0 MAIN ISSUES IN THE MAY 2018 P&C FINANCE & PERFORMANCE REPORT

2.1 The May 2018 Finance and Performance report is attached at Appendix B, which is the first available report for the 2018/19 financial year.

2.2 Revenue

Despite the pressures noted above, a balanced position is currently forecast for 2018/19 as a result of work ongoing to identify further savings, including the in-year work being developed through the Adults Positive Challenge Programme, and the ability to use grant funding to invest in work to reduce pressures.

2.3 Capital

The Capital Programme Board recommended that services include a variation budget 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 adjustments has been calculated as follows, shown against the slippage position for 2018/19:

2018/19					
Service	Capital Programme Variations Budget £000	Forecast Outturn Variance (May 18) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Outturn Variance (May 18) £000
P&C	-12,120	165	165	1.4%	-11,955
Total Spending	-12,120	165	165	1.4%	11,955

2.4 Performance

Please note: Updated performance data for 2018/19 is not yet available and as such will be revised in the next report.

At the end of 2017/18, of the thirty-eight P&C service performance indicators six were shown as green, two as amber and four as red. Twenty-six had no target and were therefore not RAG-rated.

2.5 **P&C Portfolio**

The major change programmes and projects underway across P&C are detailed in Appendix 8 of the report – none of these are currently assessed as red.

The programmes and projects within the P&C portfolio are currently being reviewed to align with the business planning proposals.

3.0 **2018-19 SAVINGS TRACKER**

- 3.1 As previously reported the “tracker” report – a tool for summarising delivery of savings – will be updated throughout the year and the overall position reported to members on a quarterly basis.
- 3.2 Based on current forecasts as at mid-June, including the delivery of some additional funnel savings, the overall position for P&C is a £2,007k shortfall against plan. However, the expectation is that stretched targets for existing savings and additional funnel savings will support delivery of the overall £21,287k P&C savings target. It is also important to note the relationship with the reported position within the detailed F&PR. As pressures arise in-year further mitigation and/or additional savings will be required to deliver a balanced position.

4.0 ALIGNMENT WITH CORPORATE PRIORITIES

4.1 Developing the local economy for the benefit of all

4.1.1 There are no significant implications for this priority.

4.2 Helping people live healthy and independent lives

4.2.1 There are no significant implications for this priority

4.3 Supporting and protecting vulnerable people

4.3.1 There are no significant implications for this priority

5.0 SIGNIFICANT IMPLICATIONS

5.1 Resource Implications

5.1.1 This 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 F&PR to the Committee when it meets, the report is made available online each month.	https://www.cambridgeshire.gov.uk/council/finance-and-budget/finance-&-performance-reports/

Appendix A

Adults Committee Revenue Budgets within the Finance & Performance report

Adults & Safeguarding Directorate

Strategic Management – Adults
Principal Social Worker, Practice and Safeguarding
Autism and Adult Support
Carers

Learning Disability Services

LD Head of Services
LD - City, South and East Localities
LD - Hunts & Fenland Localities
LD – Young Adults
In House Provider Services
NHS Contribution to Pooled Budget

Older People's Services

OP - City & South Locality
OP - East Cambs Locality
OP - Fenland Locality
OP - Hunts Locality
Discharge Planning Teams
Shorter Term Support and Maximising Independence
Physical Disabilities

Mental Health

Mental Health Central
Adult Mental Health Localities
Older People Mental Health

Commissioning Directorate

Strategic Management – Commissioning – *covers all of P&C*
Local Assistance Scheme

Adults Commissioning

Central Commissioning - Adults
Integrated Community Equipment Service
Mental Health Voluntary Organisations

Executive Director

Executive Director - *covers all of P&C*
Central Financing - *covers all of P&C*

Grant Funding

Non Baseline Grants - *covers all of P&C*

People & Communities (P&C) Service

Finance and Performance Report – May 2018

1. SUMMARY

1.1 Finance

Previous Status	Category	Target	Current Status	Section Ref.
Red	Income and Expenditure	Balanced year end position	Red	2.1
Green	Capital Programme	Remain within overall resources	Green	3.2

1.2. Performance and Portfolio Indicators – Close 2017/18 Data (see sections 4&5)

(Update for 2018/19 will be available for the June 18 F&PR)

Monthly Indicators	Red	Amber	Green	No Target	Total
Close 17/18 Performance (No. of indicators)	4	2	6	26	38
Close 17/18 Portfolio (No. of indicators)	0	1	5	0	6

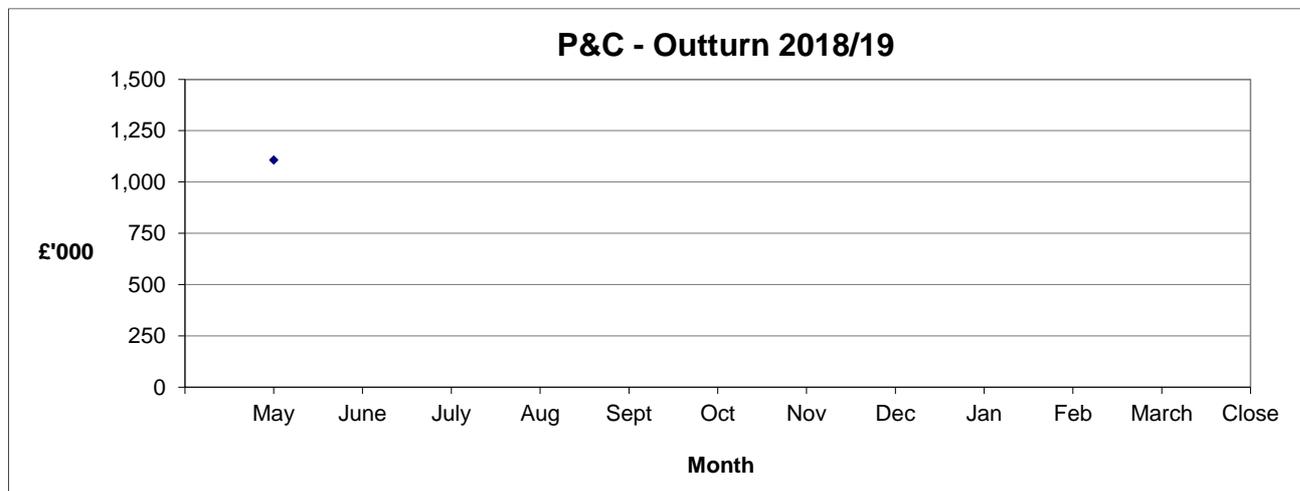
2. INCOME AND EXPENDITURE

2.1 Overall Position

Forecast Variance Outturn (Apr) £000	Directorate	Budget 2018/19 £000	Actual £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
0	Adults & Safeguarding	154,174	29,869	0	0.0%
0	Commissioning	44,162	2,430	739	1.7%
0	Communities & Safety	6,677	961	0	0.0%
0	Children & Safeguarding	50,699	8,352	248	0.5%
0	Education	64,382	18,911	929	1.4%
0	Executive Director	785	287	0	0.0%
0	Total Expenditure	320,879	60,810	1,916	0.6%
0	Grant Funding	-81,550	-11,095	-809	1.0%
0	Total	239,329	49,716	1,107	0.5%

To ensure financial information is presented in a consistent way to all Committees a standardised format has now been applied to the summary tables and service level budgetary control reports included in each F&PR. The same format is also applied to the Integrated Resources and Performance Report (IRPR) presented to General Purposes Committee (GPC). The data shown provides the key information required to assess the financial position of the service and provide comparison to the previous month.

The service level finance & performance report for 2018/19 can be found in [appendix 1](#). Further analysis of the forecast position can be found in [appendix 2](#).



2.2 Significant Issues

At the end of May 2018, the overall P&C position is an overspend of £1,107k.

This is the first report of the 2018/19 financial year and although significant savings have been made across the directorate the service continues to face demand pressures, particularly in children's services related to the rising number of looked after children.

Nationally there has been a rise in children in care, also; however as identified by the service and supported by Oxford Brookes, we are not moving children through the system quickly enough and also previous practice of supporting children at home for perhaps longer than is best practice has led to children entering the care system later and then remaining, rather than them being adopted at an earlier stage.

This, combined with the scale of change needed for the new model of operational delivery, makes any reductions in numbers in care this year unlikely and for only a gradual reduction in numbers and improvement in placement mix to take place in 2019/20.

As a result further work is ongoing to quantify the extent of the pressure in 2018/19 as original budgets were predicated on lower numbers in care than is likely to be achievable. The overall pressure across Looked After Children and associated budgets will therefore increase in coming months to reflect these realities.

Significant issues are detailed below:

- The Looked After Children Placements budget is forecasting an overspend of £0.7m at the end of May. This initial pressure is a result of the full year impact of increased numbers in the last quarter of 2017/18.

- The Adoption Allowances budget is forecasting a £248k over spend due to a revised contract with Coram Cambridgeshire Adoption (CCA) and associated risk share.
- The School Partnership Service budget is forecasting an overspend of £120k at the end of May due to the Schools Forum decision to cease the de-delegation for the Cambridgeshire Race Equality & Diversity Service (CREDS) from April 2018. Closure timescales have led to a period at the start of 2018/19 where the service is running without any direct funding.
- The SEN Placements budget is forecasting an overspend of £0.5m at the end of May due to a continuing increase in placements in high cost provision.
- The Out of School Tuition budget is forecasting a £0.3m overspend at the end of May due to a combination of a higher number of children remaining on their existing packages and a higher number of children accessing new packages, due to a breakdown of placement.
- The SEN Placement and Out of School Tuition budgets are funded from the Dedicated Schools Grant (DSG) High Needs Block and so do not form part of the overall P&C bottom line position.

2.3 Additional Income and Grant Budgeted this Period

(De Minimis reporting limit = £160,000)

A full list of additional grant income anticipated and reflected in this report can be found in [appendix 3](#).

2.4 Virements and Transfers to / from Reserves (including Operational Savings Reserve) (De Minimis reporting limit = £160,000)

A list of virements made in the year to date can be found in [appendix 4](#).

2.5 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.

2.5.1 Key activity data to May 2018 for **Looked After Children (LAC)** is shown below:

Service Type	BUDGET				ACTUAL (May)				VARIANCE		
	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements May 18	Yearly Average	Actual Spend	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost diff +/-
Residential - disability	1	£132k	52	2,544.66	2	2.01	£310k	2,833.22	1.01	£178k	288.56
Residential - secure accommodation	0	£k	52	0.00	1	0.49	£163k	5,908.00	0.49	£163k	5,908.00
Residential schools	16	£2,277k	52	2,716.14	18	16.92	£2,292k	2,450.69	0.92	£15k	-265.45
Residential homes	39	£6,553k	52	3,207.70	35	35.19	£5,774k	3,262.91	-3.81	-£780k	55.21
Independent Fostering	199	£9,761k	52	807.73	286	283.42	£11,672k	800.00	84.42	£1,911k	-7.73
Supported Accommodation	31	£2,355k	52	1,466.70	28	18.83	£1,409k	1,231.22	-12.17	-£946k	-235.48
16+	8	£89k	52	214.17	4	2.62	£36k	226.43	-5.38	-£52k	12.26
Growth/Replacement	-	£k	-	-	-	-	£724k	-	-	£724k	-
Pressure funded within directorate	-	-£1,526k	-	-	-	-	-£2,000k	-	-	-£474k	-
TOTAL	294	£19,641k			374	359.48	£20,380k		65.48	£739K	
In-house fostering - Basic	191	£1,998k	56	181.30	194	190.76	£1,987k	180.14	-0.24	-£10k	-1.16
In-house fostering - Skills	191	£1,760k	52	177.17	202	195.43	£1,820k	186.13	4.43	£61k	8.96
Kinship - Basic	40	£418k	56	186.72	46	45.45	£446k	176.39	5.45	£28k	-10.33
Kinship - Skills	11	£39k	52	68.78	9	9.00	£32k	68.16	-2	-£8k	-0.62
In-house residential	5	£603k	52	2,319.99	3	3.00	£603k	3,866.65	-2	£k	1,546.66
Growth*	0	£k	-	0.00	0	0.00	£k	0.00	-	£k	-
TOTAL	236	£4,818k			243	239.21	£4,889k		3.21	£71k	
Adoption Allowances	105	£1,073k	52	196.40	106	106.00	£1,138k	211.41	1	£65k	15.01
Special Guardianship Orders	246	£1,850k	52	144.64	235	234.76	£1,764k	141.97	-11.24	-£87k	-2.67
Child Arrangement Orders	91	£736k	52	157.37	92	92.00	£749k	163.43	1	£13k	6.06
Concurrent Adoption	5	£91k	52	350.00	4	4.12	£75k	350.00	-0.88	-£16k	0.00
TOTAL	447	£3,750k			437	436.88	£3,725k		1	-£25k	
OVERALL TOTAL	977	£28,210k			1054	1,035.57	£28,994k		69.69	£784k	

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.

*Represented potential growth of in-house foster placements to be managed against the LAC Placements budget but did not occur.

2.5.2 Key activity data to the end of May for **SEN Placements** is shown below:

Ofsted Code	BUDGET			ACTUAL (May 18)				VARIANCE			
	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements May 18	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)	98	£6,165k	£63k	104	88.36	£6,774k	£77k	6	-9.64	£609k	£14k
Hearing Impairment (HI)	3	£100k	£33k	2	2.00	£74k	£37k	-1	-1.00	-£26k	£4k
Moderate Learning Difficulty (MLD)	3	£109k	£36k	8	6.59	£117k	£18k	5	3.59	£7k	-£19k
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	-£75k	£k
Physical Disability (PD)	1	£19k	£19k	5	3.10	£91k	£29k	4	2.10	£72k	£10k
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41k	0	0.00	£k	-	-1	-1.00	-£41k	£k
Social Emotional and Mental Health (SEMH)	35	£1,490k	£43k	45	35.25	£2,147k	£61k	10	0.25	£657k	£18k
Speech, Language and Communication Needs (SLCN)	3	£163k	£54k	2	2.00	£90k	£45k	-1	-1.00	-£74k	-£10k
Severe Learning Difficulty (SLD)	2	£180k	£90k	2	2.00	£258k	£129k	0	0.00	£78k	£39k
Specific Learning Difficulty (SPLD)	8	£164k	£20k	7	6.42	£232k	£36k	-1	-1.58	£68k	£16k
Visual Impairment (VI)	2	£64k	£32k	2	2.00	£57k	£29k	0	0.00	-£7k	-£4k
Recoupment	-	-	-	-	-	-£750k	-	-	-	-£750k	-
TOTAL	157	£8,573k	£55k	177	147.72	£9,091k	£67k	20	-9.28	£518k	£12k

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

- Budgeted number of clients: this is the number of full-time equivalent (52 weeks) service users anticipated at budget setting, given budget available
- Budgeted average unit cost: this is the planned unit cost per service user per week, given the budget available
- Actual service users 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

The forecasts presented in Appendix 1 reflect the estimated impact of savings measures to take effect later in the year. The “further savings within forecast” lines within these tables reflect the remaining distance from achieving this position based on current activity levels.

2.5.3 Key activity data to end of May for Learning Disability Services is shown below:

		BUDGET			ACTUAL (May 18)				Year End		
Service Type		Budgeted No. of Service Users 2018/19	Budgeted Average Unit Cost (per week) £	Annual Budget £000	No. of Service Users at End of May 18	DoT	Current Average Unit Cost (per week) £	DoT	Actual £000	DoT	Variance £000
Learning Disability Services	Residential	299	£1,444k	£22,454k	299	↔	£1,437	↓	£23,188k	↑	£735k
	Nursing	8	£1,716k	£714k	8	↔	£1,693	↓	£744k	↓	£30k
	Community	1,285	£677k	£45,245k	1,285	↔	£680	↑	£47,603k	↑	£2,358k
Learning Disability Service Total		1,592		£68,413k	1,592				£71,535k		£3,123k
Income				-£2,967k					-£3,069k	↑	-£102k
Further savings assumed within forecast as shown in Appendix 1											-£2,944k
Net Total				£65,446k							£77k

2.5.4 Key activity data to end of May for Adult Mental Health Services is shown below:

		BUDGET			ACTUAL (May)				Year End		
Service Type		Budgeted No. of Clients 2018/19	Budgeted Average Unit Cost (per week) £'s	Annual Budget £000's	Snapshot of No. of Clients at End of May 18	DoT	Current Average Unit Cost (per week) £'s	DoT	Spend £000's	DoT	Variance £000's
Adult Mental Health	Community based support	11	£127	£70k	5	↓	£45	↓	£18k	↓	-£52k
	Home & Community support	164	£100	£871k	163	↓	£78	↓	£762k	↓	-£109k
	Nursing Placement	14	£648	£482k	18	↑	£704	↑	£713k	↑	£231k
	Residential Placement	75	£690	£2,771k	73	↓	£656	↓	£2,831k	↑	£60k
	Supported Accommodation	130	£120	£817k	129	↓	£107	↓	£788k	↓	-£29k
	Direct Payments	12	£288	£178k	17	↑	£224	↓	£216k	↑	£38k
	Health Contribution			-£443k					-£443k		£k
	Client Contribution			-£298k					-£437k		-£139k
Adult Mental Health Total		406		£4,448k	405				£4,448k		£k

Direction of travel compares the current month to the previous month.

2.5.5 Key activity data to the end of May for Older People (OP) Services is shown below:

OP Total	BUDGET			ACTUAL (May 18)				Year End		
Service Type	Expected No. of Service Users 2018/19	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	D o T	Current Average Cost (per week) £	D o T	Actual £000	D o T	Variance £000
Residential	514	£541	£14,808k	479	↓	£548	↑	£14,975k	↑	£167k
Residential Dementia	389	£554	£11,455k	367	↓	£554	↑	£11,584k	↑	£129k
Nursing	312	£750	£12,438k	285	↓	£753	↑	£12,007k	↓	-£431k
Nursing Dementia	62	£804	£2,625k	67	↑	£803	↓	£2,534k	↓	-£91k
Respite			£1,558k					£1,493k	↓	-£65k
Community based										
~ Direct payments	538	£286	£8,027k	467	↓	£285	↓	£7,906k	↓	-£122k
~ Day Care			£1,095k					£1,021k	↓	-£73k
~ Other Care			£4,893k					£5,101k	↑	£208k
~ Homecare arranged	1,516	per hour £16.31	£17,075k	1,471	↓	per hour £15.92	↓	£16,668k	↓	-£407k
Total Expenditure	3,331		£73,974k	3,136				£73,288k		-£685k
Residential Income			-£9,201k					-£8,774k	↑	£427k
Community Income			-£8,969k					-£8,675k	↑	£294k
Health Income			-£651k					-£687k	↓	-£36k
Total Income			-£18,821k					-£18,136k		£685k

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

For both Older People's Services and Older People Mental Health:

- Respite care budget is based on clients receiving 6 weeks care per year instead of 52.
- Day Care OP Block places are also used by OPMH clients, therefore there is no day care activity in OPMH

Although this activity data shows current expected and actual payments made through direct payments, this in no way precludes increasing numbers of clients from converting arranged provisions into a direct payment.

OPMH Total	BUDGET			ACTUAL (May 18)				Year End		
Service Type	Expected No. of Service Users 2018/19	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	D o T	Current Average Cost (per week) £	D o T	Actual £000	D o T	Variance £000
Residential	27	£572	£801k	24	↓	£581	↑	£779k	↓	-£22k
Residential Dementia	26	£554	£739k	28	↑	£575	↑	£719k	↓	-£20k
Nursing	29	£648	£992k	24	↓	£624	↓	£926k	↓	-£66k
Nursing Dementia	84	£832	£3,718k	94	↑	£816	↓	£3,472k	↓	-£246k
Respite			£4k					£16k	↑	£12k
Community based										
~ Direct payments	13	£366	£241k	13	↔	£510	↑	£287k	↑	£45k
~ Day Care			£4k					£4k	↓	£k
~ Other Care			£44k					£2k	↓	-£41k
~ Homecare arranged	50	per hour £16.10	£633k	47	↓	per hour £16.14	↑	£666k	↑	£33k
Total Expenditure	229		£7,176k	230				£6,870k		-£306k
Residential Income			-£1,049k					-£803k	↑	-£41k
Community Income			-£97k					-£307k	↓	-£120k
Health Income			-£281k					-£10k	↑	-£375k
Total Income			-£1,146k					-£1,111k		-£535k

3. BALANCE SHEET

3.1 Reserves

A schedule of the planned use of Service reserves can be found in [appendix 5](#).

3.2 Capital Expenditure and Funding

Funding

The following changes in funding for 2018/19 have occurred since the Business Plan was published:

- School Conditions Allocation government grant funding increased by £159k which includes new funding for Healthy Pupil Capital Fund.
- Adjustment to carry forward funding increased by £2,460k.
- Prudential Borrowing reduced by £6,582k to account for slippage on projects since the business plan was approved.

2018/19 Revised Capital Programme

The Capital Plan for 2018/19 has reduced by £4,122k since the Business Plan was published, resulting in a revised budget of £83,698m. This is the figure against which progress will be monitored on a monthly basis. The following explains the significant movement and categorises schemes into rephased projects and cost changes.

Rephased schemes

- North West Cambs (NIAB) Primary; £152k slippage. Associated housing development continues to be delayed. This has not yet commenced therefore the scheme has not progressed to the design and planning stage.
- Sawtry Junior slippage £950k due to slower than anticipated progress on the scheme after it was deferred for a year in 2017/18.
- Chatteris is New School; £4,508k slippage. The withdrawal of an approved bid by the sponsor to open the new school as a Free School from September 2018 and recent demographics which show the scheme is needed less urgently.
- Barrington Primary School; £892k accelerated spend as the start on site has been advanced to November 2018 and the scheme finished by August 2019.
- St Neots – Eastern expansion; £2,079k slippage. Only requirement is spend on a temporary solution at Roundhouse Primary. Wintrigham Park scheme will be progressed to provide places.
- New Road Primary; £128k slippage due to slower than anticipated progress in 2017/18.
- Northstowe Secondary; £7,505k accelerated spend due to revised phasing to deliver the school in September 2019.
- Cambridge City Secondary; £399k slippage due to delays incurred in 2017/18 continuing to impact in 2018/19. Project start on site has been deferred due to the need to replace the original scheme with a different approach.
- Alconbury Weald Secondary & Special; Continued delays to the scheme as the developer has still not completed the master planning and site location has yet to be confirmed.

- Cromwell Community College; £250k accelerated spend to progress planning and design of the scheme.
- Orchard Park Primary; £971k slippage as the project continues to be on hold pending the outcome of a review of need. .
- Spring Common Special School; £3,450k slippage. In 2017/18 temporary solutions were put on site due to capacity issue at substantial cost. This has reduced the urgency for this scheme to commence.

Cost Changes

- St Neots – Eastern expansion; £2,079k reduction in 2018/19. Only requirement is spend on a temporary solution at Roundhouse Primary. Wintringham Park scheme will be progressed to provide places.
- St Ives, Eastfield / Westfield / Wheatfields; £7,000k overall scheme increase of which £300k will materialise in 2018/19. The scope of the project has changed to amalgamate Eastfield infant & Westfield junior school into a new all through primary.
- St Neots, Wintringham Park; £5,150k increase in total scheme cost. £3,283k will materialise in 2018/19. Increased scope to build a 3FE Primary and associated Early Years, Offset by the deletion of the St Neots Eastern Expansion scheme.
- Highfields phase 2; £250k additional cost in 2018/19. New scheme to extend accommodation for the current capacity and create teaching space for extended age range to 25.
- Wing Development; £400k additional costs in 2018/19. New school required as a result of new development. It is anticipated this scheme will be funded by both the EFA as an approved free school and S106 funding.

Overall Capital programme

Changes to the overall project cost of the capital plan total an increase of £14,273k since the 2018/19 Business Plan was approved. The total of new schemes added since the Business Plan was published totals £20,220k. Future year changes in scheme costs relating to existing schemes will be managed through the 2018/19 Business Plan process.

2018/19 In Year Pressures/Slippage

As at the end of May the capital programme forecast underspend continues to be zero. The level of slippage has not exceeded the Capital Variation budget of £12,120k. A forecast outturn will only be reported once slippage exceeds this level. However in May movements on schemes has occurred totaling £165k. The significant changes in schemes are detailed below;

- Littleport secondary and special school; £419k slippage relating to ICT equipment which will be purchased as the school expands to full capacity.
- New secondary capacity to serve Wisbech; £200k accelerated spend to progress planning and design of the scheme.

A detailed explanation of the position can be found in appendix 6.

4. PERFORMANCE

Update for 2018/19 will be available for the June 18 F&PR

The detailed Service performance data can be found in [appendix 7](#) along with comments about current concerns.

The performance measures included in this report have been developed in conjunction with the Peoples & Communities management team and link service activity to key Council outcomes. The revised set of measures includes 15 of the previous set and 23 that are new. The measures in this report have been grouped by outcome, then by responsible directorate. The latest available benchmarking information has also been provided in the performance table where it is available. This will be revised and updated as more information becomes available. Work is ongoing with service leads to agree appropriate reporting mechanisms for the new measures included in this report and to identify and set appropriate targets.

Four indicators are currently showing as RED:

- **Number of children with a Child Protection (CP) Plan per 10,000 children**

During March we saw the numbers of children with a Child Protection plan decrease from 498 to 477.

The introduction of an Escalation Policy for all children subject to a Child Protection Plan was introduced in June. Child Protection Conference Chairs raise alerts to ensure there is clear planning for children subject to a Child Protection Plan. This has seen a decrease in the numbers of children subject to a Child Protection Plan.

- **The number of Looked After Children per 10,000 children**

In March the number of Looked After Children held at 697. This figure includes 63 UASC, 9% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment.

Actions being taken include:

- A weekly Threshold to Resources Panel (TARP), chaired by the Assistant Director for Children's Services to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. Decisions and Children's Plans are monitored via a tracker which also takes into account the children's care plan- discussed in the Permanency Monitoring Group.
- A monthly Permanency Monitoring Group (PMG) considers all children who are looked after, paying attention to their care plan, ensuring reunification is considered and if this is not possible a timely plan is made for permanence via Special Guardianship Order, Adoption or Long Term Fostering.
- TARP links with the monthly High Cost Placements meeting, which as of January 2018 started to be chaired by the Assistant Director for Children's Services. The panel ensures that required placements meet the child or young person's needs and are cost effective and joint funded with partners where appropriate.

At present the savings within the 2016/17 Business Plan are on track to be delivered and these are being monitored through the monthly LAC Commissioning Board. The LAC strategy and LAC action plan are being implemented as agreed by CYP Committee.

- **Proportion of Adults with Learning Disabilities in paid employment**

Performance remains low. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD teams – and there are currently 62 service users identified as being in employment yet to have a recorded review in the current year.

(N.B: This indicator is subject to a cumulative effect as clients are reviewed within the period.)

- **Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+) – YTD**

In February 2018, there were 506 ASC-attributable bed-day delays recorded in Cambridgeshire. For the same period the previous year there were 735 delays – a reduction of 31%. The Council is continuing to invest considerable amounts of staff and management time into improving processes, identifying clear performance targets and clarifying roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.

Delays in arranging residential, nursing and domiciliary care for patients being discharged from Addenbrooke's remain the key drivers of ASC bed-day delays.

5. **P&C PORTFOLIO**

Update for 2018/19 will be available for the June 18 F&PR

The P&C Portfolio performance data can be found in [appendix 8](#) along with comments about current issues.

The programmes and projects within the P&C portfolio are currently being reviewed to align with the business planning proposals.

APPENDIX 1 – P&C Service Level Budgetary Control Report

Forecast Outturn Variance (Apr) £'000	Service	Budget 2018/19	Actual May 2018	Forecast Outturn Variance	
		£'000	£'000	£'000	%
Adults & Safeguarding Directorate					
0	Strategic Management - Adults	9,667	729	0	0%
0	Principal Social Worker, Practice and Safeguarding	1,522	193	0	0%
0	Autism and Adult Support	939	102	0	0%
0	Carers	757	84	0	0%
<u>Learning Disability Services</u>					
0	LD Head of Service	1,703	607	0	0%
0	LD - City, South and East Localities	33,429	6,533	0	0%
0	LD - Hunts & Fenland Localities	28,036	5,396	0	0%
0	LD - Young Adults	5,700	848	0	0%
0	In House Provider Services	6,071	970	0	0%
0	NHS Contribution to Pooled Budget	-17,113	0	0	0%
<u>Older People and Physical Disability Services</u>					
0	OP - City & South Locality	19,673	3,001	0	0%
0	OP - East Cambs Locality	6,045	1,036	0	0%
0	OP - Fenland Locality	9,089	1,266	0	0%
0	OP - Hunts Locality	13,550	2,268	0	0%
0	Discharge Planning Teams	2,150	272	0	0%
0	Shorter Term Support and Maximising Independence	8,258	1,216	0	0%
0	Physical Disabilities	11,424	2,615	0	0%
<u>Mental Health</u>					
0	Mental Health Central	50	235	0	0%
0	Adult Mental Health Localities	7,189	991	0	0%
0	Older People Mental Health	6,036	1,505	0	0%
0	Adult & Safeguarding Directorate Total	154,174	29,869	0	0%
Commissioning Directorate					
0	Strategic Management –Commissioning	1,003	35	0	0%
0	Access to Resource & Quality	865	207	0	0%
0	Local Assistance Scheme	300	0	0	0%
<u>Adults Commissioning</u>					
0	Central Commissioning - Adults	5,569	541	0	0%
0	Integrated Community Equipment Service	1,016	55	0	0%
0	Mental Health Voluntary Organisations	3,730	94	0	0%
<u>Childrens Commissioning</u>					
0	¹ Looked After Children Placements	19,641	1,063	739	4%
0	Commissioning Services	2,535	336	0	0%
0	Home to School Transport – Special	7,871	-20	0	0%
0	LAC Transport	1,632	119	0	0%
0	Commissioning Directorate Total	44,162	2,430	739	2%

Forecast Outturn Variance (Apr) £'000	Service	Budget 2018/19	Actual May 2018	Forecast Outturn Variance	
		£'000	£'000	£'000	%
Communities & Safety Directorate					
0	Strategic Management - Communities & Safety	-61	21	0	0%
0	Youth Offending Service	1,645	129	0	0%
0	Central Integrated Youth Support Services	953	-25	0	0%
0	Safer Communities Partnership	970	198	0	0%
0	Strengthening Communities	509	108	0	0%
0	Adult Learning & Skills	2,660	529	0	0%
0	Communities & Safety Directorate Total	6,677	961	0	0%
Children & Safeguarding Directorate					
0	Strategic Management – Children & Safeguarding	3,479	607	0	0%
0	Partnerships and Quality Assurance	1,988	268	0	0%
0	Children in Care	13,730	2,746	0	0%
0	Integrated Front Door	2,660	345	0	0%
0	Children's Centre Strategy	160	178	0	0%
0	Support to Parents	2,870	201	0	0%
0	² Adoption Allowances	5,282	954	248	5%
0	Legal Proceedings	1,940	426	0	0%
<u>District Delivery Service</u>					
0	Safeguarding Hunts and Fenland	4,646	646	0	0%
0	Safeguarding East & South Cambs and Cambridge	4,489	512	0	0%
0	Early Help District Delivery Service –North	4,394	654	0	0%
0	Early Help District Delivery Service – South	5,062	817	0	0%
0	Children & Safeguarding Directorate Total	50,699	8,352	248	0%

Forecast Outturn Variance (Apr) £'000	Service	Budget 2018/19	Actual May 2018	Forecast Outturn Variance	
		£'000	£'000	£'000	%
Education Directorate					
0	Strategic Management - Education	3,563	109	0	0%
0	Early Years' Service	1,442	288	0	0%
0	Schools Curriculum Service	62	-53	0	0%
0	Schools Intervention Service	1,095	292	0	0%
0	³ Schools Partnership Service	776	207	120	15%
0	Children's' Innovation & Development Service	214	65	0	0%
0	Teachers' Pensions & Redundancy	2,910	169	0	0%
<u>SEND Specialist Services (0-25 years)</u>					
0	SEND Specialist Services	7,576	1,540	0	0%
0	Children's Disability Service	6,542	1,628	0	0%
0	High Needs Top Up Funding	17,036	4,110	0	0%
0	⁴ Special Educational Needs Placements	8,973	8,482	518	6%
0	Early Years Specialist Support	381	24	0	0%
0	⁵ Out of School Tuition	1,119	-119	291	26%
<u>Infrastructure</u>					
0	0-19 Organisation & Planning	3,692	178	0	0%
0	Early Years Policy, Funding & Operations	92	10	0	0%
0	Education Capital	168	1,503	0	0%
0	Home to School/College Transport – Mainstream	8,742	477	0	0%
0	Education Directorate Total	64,382	18,911	929	1%
Executive Director					
0	Executive Director	694	287	0	0%
0	Central Financing	91	0	0	0%
0	Executive Director Total	785	287	0	0%
0	Total	320,879	60,810	1,916	1%
Grant Funding					
0	⁶ Financing DSG	-42,986	-7,164	-809	-2%
0	Non Baselined Grants	-38,564	-3,930	0	0%
0	Grant Funding Total	-81,550	-11,095	-809	1%
0	Net Total	239,329	49,716	1,107	0%

APPENDIX 2 – Commentary 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.

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
1) Looked After Children Placements	19,641	1,063	739	4%

LAC Placements budget is forecasting an overspend of £0.7m at the end of May. This stems from the underlying pressure brought forward from 17/18, as a result of there being too many LAC in high cost placements, which the budget can not accommodate.

It should be noted that there is expected to be demand pressures on this budget during the year, over and above those forecast and budgeted for. This position will be closely monitored throughout the year and subsequent forecasts will be updated to reflect the latest demand expectations. In addition, there is a £1.5m saving target attached to the budget, where plans to deliver this are being closely monitored.

Overall LAC numbers at the end of May 2018, including placements with in-house foster carers, residential homes and kinship, were 712. This includes 57 unaccompanied asylum seeking children (UASC).

External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of May were 374, 5 more than at the end of April.

External Placements Client Group	Budgeted Packages	30 Apr 2018 Packages	31 May 2018 Packages	Variance from Budget
Residential Disability – Children	1	2	2	+1
Child Homes – Secure Accommodation	0	1	1	+1
Child Homes – Educational	16	16	18	+2
Child Homes – General	39	38	35	-4
Independent Fostering	199	279	286	+87
Supported Accommodation	31	26	28	-3
Supported Living 16+	8	7	4	-4
TOTAL	294	369	374	80

'Budgeted Packages' are the expected number of placements by Mar-18, once the work associated to the saving proposals has been undertaken and has made an impact.

Mitigating factors to limit the final overspend position include:

- Reconstitution of panels to ensure greater scrutiny and supportive challenge.
- 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 frameworks for external spend (*to be approved*).
- Provider meetings scheduled through the Children's Placement Service [ART] to support the negotiation of packages at or post placement. Working with the Contracts Manager to ensure all placements are funded at the appropriate level of need and cost.
- Regular Permanence Tracking meetings [per locality attended by A2R] chaired by the Independent Reviewing Service Manager to ensure no drift in care planning decisions, and support the identification of foster carers suitable for SGO/permanence arrangements.

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
Looked After Children Placements continued				
<p>These meetings will also consider children in externally funded placements, ensuring that the authority is maximizing opportunities for discounts [length of stay/siblings], volume and recognising potential lower cost options in line with each child's care plan.</p> <ul style="list-style-type: none"> Additional investment in the recruitment and retention [strategy to be produced] of the in-house fostering service to increase the number of fostering households over a three year period (<i>to be approved</i>). 				
2) Adoption	5,282	954	248	5%
<p>The Adoption Allowances budget is forecasting a £248k over spend.</p> <p>In 2018/19 we are forecasting additional demand on our need for adoptive placements. We have re-negotiated our contract with Coram Cambridgeshire Adoption (CCA) based on an equal share of the extra costs needed to cover those additional placements. The increase in Adoption placements is a reflection of the good practice in making permanency plans for children outside of the looked after system and results in reduced costs in the placement budgets.</p>				
3) Schools Partnership Service	776	207	120	15%
<p>Schools Forum took the decision to discontinue the de-delegation for the Cambridgeshire Race Equality & Diversity Service (CREDS) from 1st April 2018, resulting in service closure. The closure timescales have led to a period of time where the service is running without any direct funding and a resulting pressure of £120k. This will be a pressure in 2018/19 only, and mitigating underspends elsewhere in the Education directorate will be sought.</p>				
4) SEN Placements	8,973	8,482	518	6%
<p>The SEN Placements budget is forecasting an overspend of £0.5m at the end of May. This is due a combination of factors, including:</p> <ul style="list-style-type: none"> Placement of two young people in out of county schools needing residential provision, where there is appropriate educational provision to meet needs. Placement of a young person in out of county provision as outcome of SENDIST appeal. Additional funding allocation to stabilise an existing placement. <p>These first of these pressures highlights the problem that the Local Authority faces in accessing appropriate residential provision for some children and young people with SEN. Overall there are rising numbers of children and young people who are LAC, have an EHCP and have been placed in a 52 week placement. These are cases where the child cannot remain living at home. Where there are concerns about the local schools meeting their educational needs, the SEN Placement budget has to fund the educational element of the 52 week residential placement; often these are residential schools given the level of learning disability of the young children, which are generally more expensive.</p> <p>The SEN Placement budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG).</p> <p><u>Actions being taken:</u></p> <ul style="list-style-type: none"> SEND Sufficiency work is underway to inform future commissioning strategy. This will set out what the SEND need is across Cambridgeshire, where it is and what provision we need in future, taking account of demographic growth and projected needs. Alternatives such as additional facilities in the existing schools, looking at collaboration between the schools in supporting post 16, and working with further education providers to provide appropriate post 16 course is also being explored in the plan; Peterborough and Cambridgeshire SEND Strategy is being developed with a renewed focus and expectation of children and young people having their needs met locally. Review and renegotiation of packages with some providers to ensure best value is still being achieved. 				

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
5) Out of School Tuition	1,119	-119	291	26%

The Out of School Tuition budget is forecasting a £0.3m overspend at the end of May – this is after the application of £0.4m of High Needs pressure funding being allocated to the Out of School Tuition budget in 18/19. The overspend is due to a combination of a higher number of children remaining on their existing packages and a higher number of children accessing new packages, due to a breakdown of placement, than the budget can accommodate.

There has been an increase in the number of children with an Education Health and Care Plan (EHCP) who are awaiting a permanent school placement, with many of those placements unable to commence until September 2018. 21 pupils are expected to cease tuition in July 2018. A further 26 pupils do not have a confirmed end date for tuition. We are confident that half of these pupils will cease tuition by the halfway point of the financial year. Casework officers are working to provide more specific, predicted end dates for packages of tuition.

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:

- 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.

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.

Actions going forward to address the underlying issues:

- Proposal to create an in-house "bank" of teachers, tutors, teaching assistants or specialist practitioners and care workers in order to achieve a lower unit cost of provision;
- Move to a Dynamic Purchasing System, which would provide a wider, more competitive market place, where a lower unit cost of provision could be achieved;
- Enhance the preventative work of the Statutory Assessment Team by expanding the SEND District Team, so that support can be deployed for children with an EHCP, where currently the offer is minimal and more difficult to access;
- Creation of an outreach team from the Pilgrim PRU to aid quicker transition from tuition or inpatient care, back into school; and
- Review of existing tuition packages to gain a deeper understanding of why pupils are on tuition packages and how they can be moved back into formal education.

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
6) Financing DSG	-42,986	-7,164	-809	-2%

Within P&C, spend of £43.0m is funded by the ring fenced Dedicated Schools Grant. A contribution of £0.84m has been applied to fund pressures on a number of High Needs budgets including SEN Placements (£0.52m) and Out of School Tuition (£0.29m). For this financial year the intention is to manage within overall available DSG resources.

APPENDIX 3 – Grant Income Analysis

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	283
Better Care Fund	Cambs & P'Boro CCG	26,075
Social Care in Prisons Grant	DCLG	319
Unaccompanied Asylum Seekers	Home Office	2,200
Staying Put	DfE	167
Youth Offending Good Practice Grant	Youth Justice Board	531
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Troubled Families	DCLG	2,031
Children's Social Care Innovation Grant (MST innovation grant)	DfE	313
Opportunity Area	DfE	3,400
Opportunity Area - Essential Life Skills	DfE	523
Adult Skills Grant	Skills Funding Agency	2,123
AL&S National Careers Service Grant	European Social Fund	335
Non-material grants (+/- £160k)	Various	137
Total Non Baselined Grants 2018/19		38,564
Financing DSG	Education Funding Agency	42,986
Total Grant Funding 2018/19		81,550

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

Directorate	Grant Total £'000
Adults & Safeguarding	26,514
Children & Safeguarding	4,889
Education	3,415
Community & Safety	3,746
TOTAL	38,564

APPENDIX 4 – Virements and Budget Reconciliation

Virements between P&C and other service blocks:

	Eff. Period	£'000	Notes
Budget as per Business Plan		239,124	
Strategic Management – Education	Apr	134	Transfer of Traded Services ICT SLA budget to Director of Education from C&I
Childrens' Innovation & Development Service	Apr	71	Transfer of Traded Services Management costs/recharges from C&I
Budget 2018/19		239,329	

APPENDIX 5 – Reserve Schedule as at Close 2017/18
(Update for 2018/19 will be available for the June18 F&PR)

Fund Description	Balance at 1 April 2017	2017/18		Year End 2017/18	Notes
		Movements in 2017/18	Balance at Close 17/18		
	£'000	£'000	£'000	£'000	
General Reserve					
P&C carry-forward	540	-7,493	-6,953	-6,953	Overspend £6,953k applied against General Fund.
subtotal	540	-7,493	-6,953	-6,953	
Equipment Reserves					
IT for Looked After Children	133	-69	64	64	Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend).
subtotal	133	-69	64	64	
Other Earmarked Reserves					
Adults & Safeguarding					
Homecare Development	22	-22	0	0	Managerial post worked on proposals that emerged from the Home Care Summit - e.g. commissioning by outcomes work.
Falls prevention	44	-44	0	0	Up scaled the falls prevention programme with Forever Active
Dementia Co-ordinator	13	-13	0	0	Used to joint fund dementia co-ordinator post with Public Health
Mindful / Resilient Together	188	-133	55	55	Programme of community mental health resilience work (spend over 3 years)
Increasing client contributions and the frequency of Financial Re-assessments	14	-14	0	0	Hired fixed term financial assessment officers to increase client contributions as per BP
Brokerage function - extending to domiciliary care	35	-35	0	0	Trialled homecare care purchasing co-ordinator post located in Fenland
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					
Capacity in Adults procurement & contract management	143	-143	0	0	Continuing to support route rationalisation for domiciliary care rounds
Specialist Capacity: home care transformation / and extending affordable care home capacity	25	-25	0	0	External specialist support to help the analysis and decision making requirements of these projects and tender processes
Home to School Transport Equalisation reserve	-240	296	56	56	A £296k contribution has been made back to reserves to account for 2017/18 having fewer schools days where pupil require transporting
Reduce the cost of home to school transport (Independent travel training)	60	0	60	60	Programme of Independent Travel Training to reduce reliance on individual taxis
Prevent children and young people becoming Looked After	25	-25	0	0	Re-tendering of Supporting People contracts (ART)

Fund Description	Balance at 1 April 2017	2017/18		Year End 2017/18	Notes
		Movements in 2017/18	Balance at Close 17/18		
	£'000	£'000	£'000	£'000	
Disabled Facilities	44	-6	38	38	Funding for grants for disabled children for adaptations to family homes.
Community & Safety					
Youth Offending Team (YOT) Remand (Equalisation Reserve)	150	-90	60	60	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
Children & Safeguarding					
Child Sexual Exploitation (CSE) Service	250	-250	0	0	The funding was required for a dedicated Missing and Exploitation (MET) Unit and due to a delay in the service being delivered this went back to GPC to obtain approval, as originally the Child Sexual Exploitation service was going to be commissioned out but now this was bought in house within the Integrated Front Door and this funding was required in 2017/18 to support this function (1 x Consultant Social Worker & 4 x MET Hub Support Workers).
Education					
Cambridgeshire Culture/Art Collection	47	106	153	153	Providing cultural experiences for children and young people in Cambs - fund increased in-year due to sale of art collection
ESLAC Support for children on edge of care	36	-36	0	0	Funding for 2 year post re CIN
Cross Service					
Develop 'traded' services	30	-30	0	0	£30k was for Early Years and Childcare Provider Staff Development
Improve the recruitment and retention of Social Workers (these bids are cross-cutting for adults, older people and children and young people)	78	-78	0	0	This funded 3 staff focused on recruitment and retention of social work staff
Reduce the cost of placements for Looked After Children	110	-110	0	0	Used for repairs & refurb to council properties: £5k Linton; £25k March; £20k Norwich Rd; £10k Russell St; Alterations: £50k Havilland Way Supported the implementation of the in-house fostering action plan: £74k
Other Reserves (<£50k)	149	-57	92	92	Other small scale reserves.
subtotal	1,423	-709	714	714	
TOTAL REVENUE RESERVE	2,096	-8,271	-6,175	-6,175	

Fund Description	Balance at 1 April 2017	2017/18		Year End 2017/18	Notes
		Movements in 2017/18	Balance at Close 17/18		
	£'000	£'000	£'000	£'000	
<u>Capital Reserves</u>					
Devolved Formula Capital	780	980	1,760	717	Devolved Formula Capital Grant is a three year rolling program managed by Cambridgeshire Schools.
Basic Need	0	32,671	32,671	0	The Basic Need allocation received in 2017/18 is fully committed against the approved capital plan.
Capital Maintenance	0	4,476	4,476	0	The School Condition allocation received in 2017/18 is fully committed against the approved capital plan.
Other Children Capital Reserves	1,448	1,777	3,225	5	£5k Universal Infant Free School Meal Grant c/fwd.
Other Adult Capital Reserves	379	3,809	4,188	56	Adult Social Care Grant to fund 2017/18 capital programme spend.
TOTAL CAPITAL RESERVE	2,607	43,713	46,320	778	

(+) positive figures represent surplus funds.
(-) negative figures represent deficit funds.

APPENDIX 6 – Capital Expenditure and Funding

6.1 Capital Expenditure

2018/19					TOTAL SCHEME	
Original 2018/19 Budget as per BP £'000	Scheme	Revised Budget for 2018/19 £'000	Actual Spend (May 18) £'000	Forecast Outturn (May 18) £'000	Total Scheme Revised Budget £'000	Total Scheme Forecast Variance £'000
	Schools					
44,866	Basic Need - Primary	41,333	256	41,356	309,842	7,328
35,502	Basic Need - Secondary	36,939	223	36,771	274,319	0
1,222	Basic Need - Early Years	1,488	0	1,488	6,126	0
2,400	Adaptations	2,381	59	2,381	7,329	0
3,476	Specialist Provision	486	-46	466	26,631	6,870
2,500	Condition & Maintenance	2,500	202	2,500	10,050	0
1,005	Schools Managed Capital	1,722	0	1,722	25,500	0
100	Site Acquisition and Development	100	1	100	200	0
1,500	Temporary Accommodation	1,500	37	1,500	13,000	0
295	Children Support Services	295	0	295	2,775	75
5,565	Adult Social Care	5,565	0	5,565	43,241	0
-12,120	Capital Variation	-12,120	0	-11,955	-59,988	0
1,509	Capitalised Interest	1,509	0	1,509	8,798	0
87,820	Total P&C Capital Spending	83,698	733	83,698	667,823	14,273

Basic Need - Primary £7,328k increase in scheme cost

A total scheme variance of -£7,328k has occurred due to changes since the Business Plan was approved in response to adjustments to development timescales and updated school capacity information. The following schemes require the cost increases to be approved by GPC for 2018/19;

- St Ives, Eastfield / Westfield / Wheatfields; £7,000k overall scheme increase of which £300k will materialise in 2018/18. The scope of the project has changed to amalgamate Eastfield infant & Westfield junior school into a new all through primary.
- St Neots, Wintringham Park; £5,150k increase in total scheme cost. £3,283k will materialise in 2018/19. Increased scope to build a 3FE Primary and associated Early Years, Offset by the deletion of the St Neots Eastern Expansion scheme.
- Wing Development; £400k additional costs in 2018/19. New school required as a result of new development. Total scheme cost £10,200k, it is anticipated this scheme will be funded by both the EFA as an approved free school and S106 funding.
- Bassingbourn Primary School; £3.150k new scheme to increase capacity to fulfil demand required from returned armed forces families. £70k expected spend in 2018/19.

The following scheme has reduced in cost since business plan approval.

- St Neots – Eastern expansion; £4,829k reduction. Only requirement is spend on a temporary solution at Roundhouse Primary. Wintringham Park scheme will be progressed to provide places.

Specialist Provision £6,870k increase in scheme cost

- Highfields Special School; £250k additional cost in 2018/19. New scheme to extend accommodation for the current capacity and create teaching space for extended age range to 25 total cost £6,870k

Children's Minor Works and Adaptions £75k increased scheme costs.

Additional budget to undertake works to facilitate the Whittlesey Children's Centre move to Scaldgate Community Centre.

P&C Capital Variation

The Capital Programme Board recommended that services include a variation budget 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 adjustments has been calculated as follows, shown against the slippage position for 2018/19:

2018/19					
Service	Capital Programme Variations Budget £000	Forecast Outturn Variance (May 18) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Outturn Variance (May 18) £000
P&C	-12,120	165	165	1.4%	-11,955
Total Spending	-12,120	165	165	1.4%	11,955

6.2 Capital Funding

2018/19				
Original 2018/19 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2018/19 £'000	Forecast Funding Outturn (May 18) £'000	Forecast Funding Variance - Outturn (May 18) £'000
24,919	Basic Need	24,919	24,919	0
4,043	Capital maintenance	4,202	4,202	0
1,005	Devolved Formula Capital	1,722	1,722	0
4,115	Adult specific Grants	4,171	4,171	0
5,944	S106 contributions	5,944	5,944	0
833	Other Specific Grants	833	833	0
1,982	Other Capital Contributions	1,982	1,982	0
47,733	Prudential Borrowing	42,679	42,679	0
-2,754	Prudential Borrowing (Repayable)	-2,754	-2,754	0
87,820	Total Funding	83,698	83,698	0

APPENDIX 7 – Performance at end of Close 2017/18
 (Update for 2018/19 will be available for the June 18 F&PR)

Outcome	Adults and children are kept safe									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% of adult safeguarding enquiries where outcomes were at least partially achieved	Adults & Safeguarding	73.0%	n/a	95.0%	Aug	↑	Improving	n/a	n/a	Performance is improving
% of people who use services who say that they have made them feel safer	Adults & Safeguarding	83.2%	n/a	84.8%	2016/17	↑	No target	n/a	n/a	Performance is improving
Rate of referrals per 10,000 of population under 18	Children & Safeguarding	298.6	n/a	330.1	Mar	↓	No target	455.8	548.2	The referral rate is favourable in comparison to statistical neighbours and the England average
% children whose referral to social care occurred within 12 months of a previous referral	Children & Safeguarding	12.54%	20.0%	12.50%	Mar	↑	On Target	22.3%	21.9%	Performance in re-referrals to children's social care is below the ceiling target and is significantly below average in comparison with statistical neighbours and the England average.

Outcome	Adults and children are kept safe									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Number of children with a Child Protection Plan per 10,000 population under 18	Children & Safeguarding	37.1	30.0	35.5	Mar	↑	Off Target	36.93	43.3	<p>During March we saw the numbers of children with a Child Protection plan decrease from 498 to 477.</p> <p>The introduction of an Escalation Policy for all children subject to a Child Protection Plan was introduced in June. Child Protection Conference Chairs raise alerts to ensure there is clear planning for children subject to a Child Protection Plan. This has seen a decrease in the numbers of children subject to a Child Protection Plan.</p>
Proportion of children subject to a Child Protection Plan for the second or subsequent time (within 2 years)	Children & Safeguarding	27.9%	n/a	10.4%	Mar	↑	No target	22.5%	18.7%	The rate is favourable in comparison to statistical neighbours and the England average

Outcome	Adults and children are kept safe									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
The number of looked after children per 10,000 population under 18	Children & Safeguarding	51.9	40	51.9	Mar	➔	Off Target	44.9	62	<p>In March the number of Looked After Children held at 697. This figure includes 63 UASC, 9% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment.</p> <p>Actions being taken include: A weekly Threshold to Resources Panel (TARP), chaired by the Assistant Director for Children's Services to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. Decisions and Children's Plans are monitored via a tracker which also takes into account the children's care plan- discussed in the Permanency Monitoring Group.</p> <p>A monthly Permanency Monitoring Group (PMG) considers all children who are looked after, paying attention to their care plan, ensuring reunification is considered and if this is not possible a timely plan is made for permanence via Special Guardianship Order, Adoption or Long Term Fostering.</p> <p>TARP links with the monthly High Cost Placements meeting, which as of January 2018 started to be chaired by the Assistant Director for Children's Services. The panel ensures that required placements meet the child or young person's needs and are cost effective and joint funded with partners where appropriate.</p> <p>At present the savings within the 2016/17 Business Plan are on track to be delivered and these are being monitored through the monthly LAC Commissioning Board. The LAC strategy and LAC action plan are being implemented as agreed by CYP Committee.</p>

Outcome		Adults and children are kept safe								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Number of young first time entrants into the criminal justice system, per 10,000 of population compared to statistical neighbours	Community & Safety	3.68	n/a	3.23	Q3	↑	No target			Awaiting comparator data

Outcome		Older people live well independently								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Number of contacts for community equipment in period	Adults & Safeguarding		n/a				No target	n/a	n/a	New measure, currently in development
Number of contacts for Assistive Technology in period	Adults & Safeguarding		n/a				No target	n/a	n/a	New measure, currently in development
Proportion of people finishing a reablement episode as independent (year to date)	Adults & Safeguarding	57.3%	57%	57.7%	Mar	↑	On Target	n/a	n/a	Performance above target and improving

Outcome		Older people live well independently								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Average monthly number of bed day delays (social care attributable) per 100,000 18+ population	Adults & Safeguarding	157	114	151	Feb	↑	Off Target	n/a	n/a	<p>In February 2018, there were 506 ASC-attributable bed-day delays recorded in Cambridgeshire. For the same period the previous year there were 735 delays – a reduction of 31%. The Council is continuing to invest considerable amounts of staff and management time into improving processes, identifying clear performance targets and clarifying roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.</p> <p>Delays in arranging residential, nursing and domiciliary care for patients being discharged from Addenbrooke's remain the key drivers of ASC bed-day delays.</p>
Number of Community Action Plans Completed in period	Adults & Safeguarding	104	n/a	98	Feb	↓	No target	n/a	n/a	Performance decreased against the previous period.
Number of assessments for long-term care completed in period	Adults & Safeguarding	158	n/a	183	Mar	↑	No target	n/a	n/a	Performance increased against the previous period.

Outcome		Older people live well independently								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Adults & Safeguarding	326.3	564.0	343.2	Mar	↓	On Target	n/a	n/a	<p>The implementation of the Transforming Lives model, combined with a general lack of available residential and nursing beds in the area has continued to keep admissions below national and statistical neighbour averages.</p> <p>N.B. This is a cumulative figure, so will always go up. An upward direction of travel arrow means that if the indicator continues to increase at the same rate, the ceiling target will not be breached.</p>

Outcome		People live in a safe environment								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Victim-based crime per 1,000 of population compared to statistical neighbours (hate crime)	Community & Safety	54.87	n/a	57.59	Q3	↓	No target	55.81	69.23	New measure, in development

Outcome		People with disabilities live well independently								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Proportion of adults with a primary support reason of learning disability support in paid employment (year to date)	Adults & Safeguarding	3.5%	6.0%	3.6%	Mar	↑	Off Target	n/a	n/a	Performance remains low. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD teams – and there are currently 62 service users identified as being in employment yet to have a recorded review in the current year. (N.B: This indicator is subject to a cumulative effect as clients are reviewed within the period.)
Proportion of adults in contact with secondary mental health services in paid employment	Adults & Safeguarding	13.3%	12.5%	13.0%	Feb	↓	On Target	n/a	n/a	Performance at this measure is above target. Reductions in the number of people in contact with services are making this indicator more variable while the numbers in employment are changing more gradually.
Proportion of adults with a primary support reason of learning disability support who live in their own home or with their family	Adults & Safeguarding	76.2%	72.0%	71.2%	Mar	↓	Within 10%	n/a	n/a	Performance is slightly below target

Outcome		People with disabilities live well independently								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Proportion of adults in contact with secondary mental health services living independently, with or without support	Adults & Safeguarding	81.2%	75.0%	81.5%	Feb	↑	On Target	n/a	n/a	Performance has improved marginally against the previous period.
Proportion of adults receiving Direct Payments	Adults & Safeguarding	23.3%	24.0%	23.6%	Mar	↑	Within 10%	n/a	n/a	Performance is slightly below target
Proportion of carers receiving Direct Payments	Adults & Safeguarding	95.1%	n/a	95.0%	Mar	↓	No target	n/a	n/a	Direct payments are the default option for carers support services, as is reflected in the high performance of this measure.

Outcome		Places that work with children help them to reach their full potential								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% of EHCP assessments completed within timescale	Children & Safeguarding	100.0%	n/a	91.4%	Mar	↓	No target			Performance remains high despite a fall in comparison to the previous period
Number of young people who are NEET, per 10,000 of population compared to statistical neighbours	Children & Safeguarding	243.5	n/a	260.3	Mar	↓	No target	213.8	271.1	The rate increased against the previous reporting period, however remains favourable compared to the England average.

Outcome	Places that work with children help them to reach their full potential									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Proportion of young people with SEND who are NEET, per 10,000 of population compared to statistical neighbours	Children & Safeguarding	6.9%	n/a	7.6%	Q4	↓	No target			Performance fell in comparison to the previous reporting period.
KS2 Reading, writing and maths combined to the expected standard (All children)	Education	52.5%	n/a	58.7%	2016/17	↑	No target	61.3%	61.1%	Performance increased but remains below that of our statistical neighbours and the England average.
KS4 Attainment 8 (All children)	Education	51.5%	n/a	47.7%	2016/17	↓	No target	47.5%	46.3%	Performance fell in comparison to the previous reporting period but is above the average for our statistical neighbours and the England average.
% of Persistent absence (All children)	Education	11.0%	n/a	n/a		↑	No target	n/a	10.8%	Data currently unavailable - not released at local authority level.
% Fixed term exclusions (All children)	Education	3.5%	n/a	3.7%	Feb	↓	No target	-	-	Performance fell slightly in comparison to the previous reporting period.
% receiving place at first choice school (Primary)	Education	91.3%	n/a	93.2%	Sep	↑	No target	n/a	n/a	Performance increased slightly in comparison to the previous reporting period.
% receiving place at first choice school (Secondary)	Education	92.9%	n/a	92.5%	Sep	↓	No target	n/a	n/a	Performance fell slightly in comparison to the previous reporting period.
% of disadvantaged households taking up funded 2 year old childcare places	Education	69.6%	n/a	82.4%	Autumn term 2017	↑	No target	n/a	n/a	Performance increased significantly in comparison to the previous reporting period.

Outcome	Places that work with children help them to reach their full potential									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Primary Schools)	Education	82.4%	n/a	82.5%	Feb	↑	No target	89.4%	88.0%	Performance increased slightly in comparison to the previous reporting period, but remains below average in comparison to our statistical neighbours and the England average.
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Secondary Schools)	Education	85.5%	n/a	88.8%	Feb	↑	No target	86.8%	80.5%	Performance increased slightly in comparison to the previous reporting period, and remains above average in comparison to our statistical neighbours and the England average.
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Special Schools)	Education	93.1%	n/a	93.1%	Feb	→	No target	96.0%	92.9%	Performance remains comparable to the previous reporting period and is above the England average.
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Nursery Schools)	Education	100.0%	n/a	100.0%	Feb	→	No target	100.0%	98.0%	Performance remains high and is above the England average.

Outcome	The Cambridgeshire economy prospers to the benefit of all residents									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Proportion of new apprentices per 1,000 of population, compared to national figures	Community & Safety		n/a				No target			New measure in development
Engagement with learners from deprived wards as a proportion of the total learners engaged	Community & Safety		n/a				No target			New measure in development

APPENDIX 8 – P&C Portfolio at end of Close 2017/18
 (Update for 2018/19 will be available for the June 18 F&PR)

Programme/Project and Lead Director	Brief description and any key issues	RAG
<p>Building Community Resilience Programme: Sarah Ferguson / Elaine Matthews</p>	<p>The Communities and Partnership Committee in Cambridgeshire have signed off an ambitious Delivery Plan, focused around four key priorities. One of these is to accelerate the work to build community resilience, working in partnership to maximize the capacity across the public sector. The Committee will be receiving a report at the end of May which starts to set out some of the key principles for the work. Discussions have started with District Council's and Peterborough, to create a shared community resilience strategy.</p> <p>The Delivery Plan also reflects the cross cutting nature of this Committee and the support it can bring to all service committees. There are key roles for the five Area Champions (elected members taken from the C&P Committee and politically representative of their District), including supporting the recruitment of key workers (Reablement offices, care and foster parents) through community engagement.</p> <p>Nearly £600k is in the process of being allocated to good ideas which are emerging from community and partner organisations to deliver services differently in a way which could reduce spend for the County Council. The Innovate and Cultivate fund is being reviewed in September/ October 2018 with Members, with a view to making recommendations based on the learning from the pilot.</p>	<p>GREEN</p>
<p>Children's Centres: Helen Freeman / Sarah-Jane Smedmor</p>	<p>The new Child and Family Centre offer launched at the beginning of April and has been communicated to families, partners, staff and members. An update paper went to CYP committee in March and performance will be reported back to this committee in due course.</p> <p>Work to look at opportunities to align the service offer across Cambridgeshire and Peterborough is now being investigated. This is alongside work with various colleagues across the health centre looking at how better integration with community healthy delivery could improve services for families. This includes work to establish midwifery 'Community Hubs' from Child and Family Centres as part of the Better Births programme.</p>	<p>GREEN</p>

Change for Children:
Sarah-Jane Smedmor / James Gemmell

The aims of the project are to identify additional opportunities within children's services to ensure that our services are targeted to those in greatest need and towards those that we can ensure experience a de-escalation of need and risk as a result of effective, integrated, multi-agency services delivered in a timely manner.

The following options are being explored and monitored;

- The viability of a different delivery model for safeguarding services including multi-disciplinary co-located teams that work together to tackle domestic abuse, substance misuse and mental health issues.
- Whether the current offer being delivered by the SPACE team can be mainstreamed into the District teams. The SPACE project has now finished- 30.04.18. The women involved are being supported by Early Help and CCA as appropriate.
- Review a number of fixed term posts which were created as part of the earlier phases of the CCP to identify if learning / development has been embedded within the District teams
- Review of the fostering service and the Hub provision
- Review provision in the Integrated Front Door in response to the recent self-assessment and Peer Review
- Using technology / different ways of working to increase productivity across the service
- Restrict the use of out of hours support provided by external providers (following the introduction of planned out of hours working for District Teams). This review has been undertaken. Much of the planned out of hours support is now provided by Family Workers. However, this is being considered again with Edge of Care Services as a whole within the Change for Children Programme.
- Further opportunities to share services with Peterborough CC

GREEN

Programme/Project and Lead Director	Brief description and any key issues	RAG
<p>0-19 Commissioning: Janet Dullaghan</p>	<p>The JCU with CCS and CPFT has made good progress to formalise joint commissioning arrangements and work together to identify an exciting programme that will deliver transformation of 0-19 services to an integrated model in line with policy directives, improving the quality of services for children and families.</p> <p>The next step is to prepare the detailed plan which will set out the timescales, and resources for transforming each of the current service specifications within scope against the framework of principles and themes. These next steps are to be agreed at the next transformation steering board for CCS/CPFT on 5/04/2018</p>	<p>GREEN</p>

Programme/Project and Lead Director	Brief description and any key issues	RAG
<p>Mosaic: Sue Grace / Joanne Hopkins</p>	<ul style="list-style-type: none"> • Overall programme is on target for go-live for Adult Services on the 1 October subject to the resolution of the risks allocated to LGSS and some interface work to be finished • The Children's work with Mosaic is paused and Children's IT systems will be considered at GPC on 29 May. • The main risks with the programme are the stability of ERP Gold and its potential impact on Mosaic and the provision of the new Disaster Recovery arrangements by LGSS IT which are essential for Mosaic go-live 	<p>GREEN</p>
<p>Accelerating Achievement: Jon Lewis</p>	<p>Although the achievement of most vulnerable groups of children and young people is improving, progress is slow and the gap between vulnerable groups and other children and young people remains unacceptably wide. Accelerating the Achievement of Vulnerable Groups is a key priority of the Local Authority's School Improvement Strategy 2016-18 and an action plan has been developed. The AA Steering Group is monitoring the implementation of this plan.</p>	<p>AMBER</p>

1. BACKGROUND

- 1.1 The Local Authority Social Services National Health Service Complaints (England) Regulations 2009 state that each Council has responsibility to publish an Annual Report containing information about the number of complaints received and the number of complaints upheld.
- 1.2 Cambridgeshire County Council collects and collates information on the compliments, comments, representations, MP enquiries and complaints received for Adult Social Care Services annually. This information is provided in the Adult Social Care Customer Care Report 2017– 2018, attached at Appendix 1.
- 1.3 The Adult Social Care Customer Care Report 2017 - 2018 identifies themes to inform learning from complaints and sets out the actions taken to address these issues and improve practice.

2.0 ADULT SOCIAL CARE CUSTOMER CARE ANNUAL REPORT 2017 - 18

- 2.1 The Annual Adult Social Care Customer Care Report 2017 - 2018 (Appendix 1) brings together the information on complaints, representations, MP enquiries and compliments received by the Council in respect of Adult Social Care services. This allows learning from complaints across all service areas to be identified and actions agreed to make improvements in services. The report also provides a comparison with previous financial years so that any changes in patterns can be highlighted and any actions to be taken considered.
- 2.2 The annual report is complemented by three quarterly reports that cover each of the first three quarters of the year. These reports are presented to the Adult Social Care Directorate meetings to ensure oversight of the position throughout the year and for learning and actions to be taken forward without waiting for the annual report.
- 2.3 The annual report includes an Executive Summary that provides an overview of the content of the full report. Information on complaints from the summary has been used in the section below.
- 2.4 44 MP enquiries were received in 2017-18 compared to 67 received the previous year a decrease of 34% (23).The election in June 2017 may account, in part for this decrease
- 2.5 During 2017-2018 there were 343 informal complaints compared to 285 the previous year, an increase of 20% (58). The reason for this increase could be due to actions taken to address informal concerns not being recorded. During the course of the year it became clear that some staff were unclear regarding how to respond to and record informal complaints. In response to this Practice Guidelines were written outlining the complaints process and giving details on how to deal with informal complaints. These guidelines are now available to all staff.
- 2.6 There were 163 formal complaints in 2017-2018 compared to 140 the previous year an increase of 16% (23). 24% (39) of complaints were upheld.

- 2.7 Reasons for delay in responses include complaints that involve Safeguarding of Adults enquiries, where the complaint may have to be put on hold pending the safeguarding enquiry, difficulties in obtaining consent, time needed to meet with the Service User, and a change in investigator during the course of the complaint.
- 2.8 2.1% of the total population of Cambridgeshire who receive adult social care services complained (or someone complained on their behalf) about the services they received. The most common reasons for complaining are assessments and the standard of care provided.
- 2.9 Of the 163 formal complaints, 5 (3%) were reviewed by a Senior Manager as the complainants were dissatisfied with the first response. This compares to 12% (17) of complaints reviewed by a Senior Manager in the previous financial year. Part of the reason for this decrease has been the Customer Care Team's focus on ensuring that as thorough a response as possible is provided in the earlier stages of the complaint. This can involve the provision of additional information and meetings with the complainant.
- 2.10 Three complaint investigations were concluded by the Local Government Ombudsman (LGO) this reporting year. This is a decrease of 25% (1) when compared to the previous financial year. One complaint investigated by the LGO was partly upheld and the other two were not.

3.0 Learning from Complaints

- 3.1 Emphasis is placed on learning from complaints. The response to a complaint will identify the actions to be taken to prevent a similar situation occurring again and any areas where the service provided could be improved. The Annual Report (Section 19) details learning from complaints received during the last year.
- 3.2 The learning from each complaint is collated and where there are similar issues raised in a number of other complaints, a theme is identified.
- 3.3 The main themes in the complaints received in 2017-2018 related to delays, communication and assessments.
- 3.4 Concerns about communication were, in most cases not the primary reason for the complaint but had contributed to the dissatisfaction of the complainant.
- 3.5 Complaints about communication, assessments and delays refer to both social and financial processes.
- 3.6 The ways in which the learning from complaints and the themes is shared by the Customer Care team includes:
- Attendance at directorate management team meetings,
 - Meetings with Heads of Service,
 - Sharing feedback about commissioned services with the Contracts Team

- Emails to Heads of Service for cascading to their teams,
- Attendance at Practice Governance and Transforming Lives Board
- The learning gained from specific complaints is shared at regular complaint training sessions for Adult Social Care Managers,
- Specific case studies which include learning from complaints investigated by the LGO are considered at training sessions that focus on how to respond to LGO investigations.

4.0 Developing the local economy for the benefit of all

There are no significant implications for this priority.

5.0 Helping people live healthy and independent lives

5.1 The effective management of complaints which identifies learning, promotes service improvements which support people to live healthy and independent lives.

6.0 Supporting and protecting vulnerable people

6.1 The investigation of complaints can help to recognise areas where there has been poor practice and provides opportunities to improve the care and support for the people supported by the Council

7.0 SIGNIFICANT IMPLICATIONS

7.1 Resource Implications

7.1.1 There are no significant implications within this category.

7.2 Procurement/Contractual/Council Contract Procedure Rules Implications

7.2.1 There are no significant implications within this category.

7.3 Statutory, Legal and Risk Implications

7.3.1 Regular reporting and monitoring of complaints ensures that learning can be identified and implemented. This reduces future risks and contributes to the continuous improvement of services

7.4 Equality and Diversity Implications

7.4.1 There are no significant implications within this category.

7.5 Engagement and Communications Implications

7.5.1 All feedback is welcomed and offers opportunities for learning and action to be taken that can contribute to service improvement and is seen as an important part of engagement with Service Users and their families.

7.6 Localism and Local Member Involvement

7.6.1 There are no significant implications within this category.

7.7 Public Health Implications

7.7.1 There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	No
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	No
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	No
Have the equality and diversity implications been cleared by your Service Contact?	No
Have any engagement and communication implications been cleared by Communications?	No
Have any localism and Local Member involvement issues been cleared by your Service Contact?	No
Have any Public Health implications been cleared by Public Health	No

Source Documents	Location
The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009	http://www.legislation.gov.uk/uksi/2009/309/pdfs/uksi_20090309_en.pdf .

Customer Care Annual Report



Annual management information regarding Compliments, Comments, Representations, MP Enquiries and Complaints

People and Communities / Adult Social Care

1 April 2017 to 31 March 2018

Report Purpose:

- To provide information about compliments, comments, representations. MP enquiries, informal and formal complaints, and to comply with the Department of Health's 'Regulations on Health and Adult Social Care Complaints, 2009'.
- To Identify trends and learning from complaints received during the report period.

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1.0 Context

- 1.1 This report provides information about compliments, comments, representations, M.P. enquiries and complaints made between 1 April 2017 and 31 March 2018 under the Adult Social Care Complaints Procedure and 2009 Department of Health Regulations on Adult Social Care Complaints. Cambridgeshire County Council has an open learning culture and a positive attitude to complaints, viewing them as opportunities for learning and for improved service delivery.
- 1.2 The scope of this report includes Adult Social Care services provided through Cambridgeshire County Council and those provided through a NHS Partner organisation, Cambridgeshire and Peterborough Foundation Trust (CPFT).

2.0 Executive Summary

- 2.1
- 287 compliments were received across the year, which shows a decrease of 39% from the previous year.
 - 44 MP enquiries were received between 1 April 2017 and 31 March 2018. This is a decrease of 34% from the previous year 2016 to 2017.
 - 343 informal complaints were received in 2017-18. This is a 20% increase on the 285 informal complaints received in the previous year.
 - 163 formal complaints were received in 2017-18. This is a 16% increase on the 140 formal complaints received in the previous year.
 - 2.1% of people who receive adult social care services made a formal complaint in 2017-18.
 - 34 of the formal complaints, 21%, were about Assessments. This was the most common reason for complaining in 2017-18.
 - 28 of the formal complaints, 17%, were about care provided by Independent Providers.
 - 63 (39%) of complaints were Partially Upheld, while 39 (24%) were Upheld and 39 (24%) were Not Upheld. 10 (6%) of complaints required No Further Action, 9 (5%) are Ongoing, and 3 (2%) were Withdrawn.
 - There were 5 Senior Manager Reviews completed during 2017-18. This is a 71% decrease in the number of Reviews completed the previous year.
 - There were 3 final views issued by the Local Government Ombudsman during 2017-18. 2 complaints were not upheld and 1 was partially upheld.

3.0 Definitions

- 3.1 The terms: compliments, comments, representations and complaints are defined in Appendix 1 and an explanation of acronyms is provided in Appendix 2.

4.0 The complaints process and feedback

- 4.1 The complaints process has an emphasis on de-escalation and early resolution of complaints.

- 4.2 In order to ensure that the complaints process remains current, relevant and user friendly, questionnaires were sent to 31 complainants, whose complaints were received between 1 October 2016 and 30 September 2017.

- 4.3 Not all complainants from this period were contacted, such as where the service user has passed away, or where the complainant still had open complaints with the department.

- 4.5 12 responses were returned in total, which amounts to 39% of the questionnaires sent out. The statistics below relate solely to the 12 returned responses. 4 were returned anonymously, and 8 provided their name and address. The results of this survey are included in Appendix 3.

- 4.6 An example of the feedback received in the Customer Survey involved Mr and Mrs B who raised a complaint about their daughter's client contribution, and how this had been calculated. They also said they were struggling to find a suitable care provider using her direct payment.

In response to the concerns raised Mr and Mrs B received a full explanation of the financial assessment process, and a breakdown of how this had been calculated.

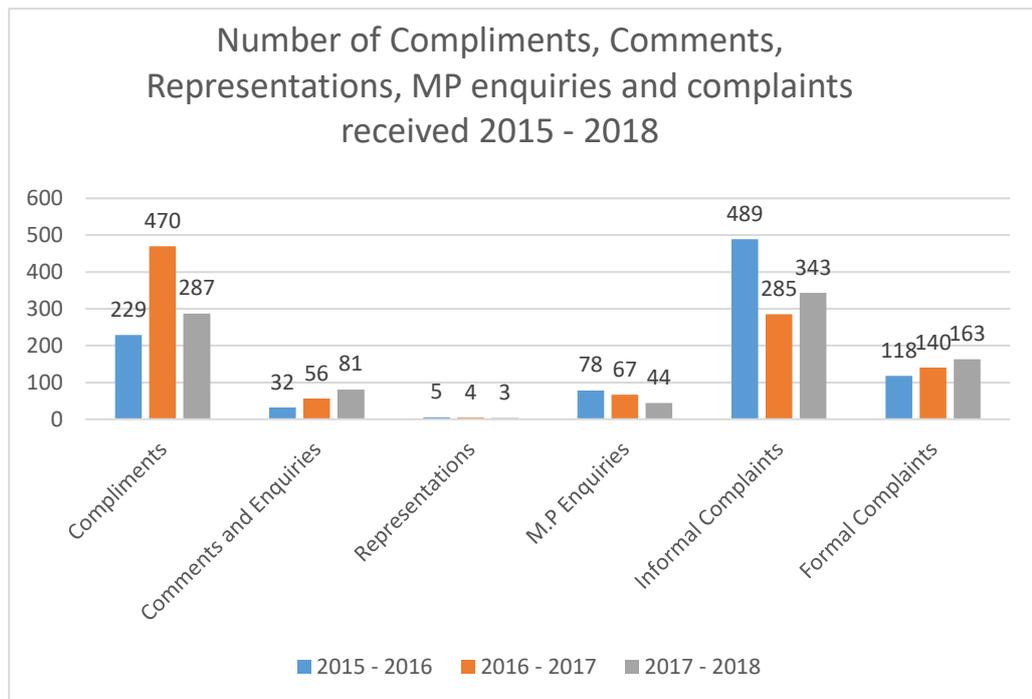
Regarding their difficulties finding staff, Mr and Mrs B were directed to the support available from Penderels Trust, direct payment support agency, to help recruit staff and advised how to access the Council's catalogue of local providers. In addition, their daughter's allocated Social Worker met with them to discuss their care options. While alternatives, like arranged provision, were agreed as unsuitable it was clear that their daughter's complex needs required a more specialist provider. In light of this the Social Worker agreed to offer additional support and work with Mr and Mrs B to identify and contact appropriate care providers.

After receiving the response and follow up meeting Mr and Mrs B contacted the Customer Care Team to confirm that they were delighted to have received this outcome, and that it had taken an enormous sadness off their shoulders.

5.0 Compliments, comments, representations and complaints

5.1 Details relating to compliments, comments, representations, M.P enquiries, informal and formal complaints are considered in the following sections. The total number for each category of feedback for the previous three financial years is shown in Figure 1. Comments on each type of contact received are given in the appropriate sections in this report.

5.2 *Figure 1: Compliments, comments, representations, MP enquiries, complaints*



6.0 Compliments

6.1 287 compliments were received in 2017-18. This is a decrease of 39% from the 470 compliments received in the previous year. One reason for this is that Compliments for the Carers Trust are now recorded by the Trust, rather than the Council.

6.2 These compliments refer primarily to two distinct areas:

- The quality of service
- The helpful attitude of staff members

6.3 Compliments which show that the work of an individual staff member has been exceptional are included in the monthly communications email from Wendi Ogle-Welbourn (Executive Director, People and Communities) to all her staff.

6.4 Examples of compliments received:

- *“The Sensory Technician arrived early, was very pleasant, and so very helpful to my needs. He explained everything so I could understand clearly”* [Sensory Services]
- *“I am happy with the service.”* [Reablement Services]
- *“I just want to say how pleased we were with the meeting, your staff member was punctual, so friendly and professional and made the experience much less daunting than my parents feared. The Adult Support Co-Ordinator showed empathy... was patient and allowed them to talk about their concerns. Thank you.”* [Adult Early Help]
- *“Thank you for your and the LDP’s constant support to my brother, my family and myself. My parents and I are so grateful for what you all do.”* [Learning Disability Services]
- *“I recently had a visit about my wife’s care, and I am writing to ask you to pass on my thanks for their kindness and understanding... I am grateful they made me feel not so alone.”* [Older People’s Services]
- *“Just wanted to give an official thank you for the sensitivity and unfailing kindness shown towards my mother during her hospital stay, discharge and potential transfer to a care home.”* [Discharge Planning]

6.5 Currently CPFT do not report on the number of compliments received. However, the Section 75 agreement between the two agencies is currently being revised and details about what feedback is reported by CPFT will be included in the revised agreement.

6.7 2 compliments were received in relation to other services which do not have a base of clients; one related to the Assistive Technology team, and the other to the Financial Assessment Team.

287 compliments were received in 2017-18

7.0 Comments and Enquiries

7.1 81 comments and enquiries were received in 2017-18. This is an increase of 45% on the 56 comments and enquiries received in the previous year.

7.2 The comments and enquiries covered a number of issues, including:

- Requests for social care assessment
- Clarifying invoices
- Enquiries about Housing
- Enquiries about other Local Authorities
- Raising Data Protection concerns
- Comments from a care provider regarding their payment arrangements
- Enquiries making a complaint about independent external organisations
- Enquiries from a care provider regarding payment for commissioned services
- Safeguarding concerns
- Accessing a Food Bank
- Requesting copies of historic correspondence
- Council Tax enquiries

7.3 62 comments and enquiries were passed on to the relevant team within the Council for consideration; 19 comments and enquiries were passed on to external organisations.

8.0 Representations

8.1 3 representations were received in 2017-18. This is about the same as the previous year, when 4 were received.

8.2 These representations related to:

- Debt recovery letters
- The financial assessment process
- Community Transport

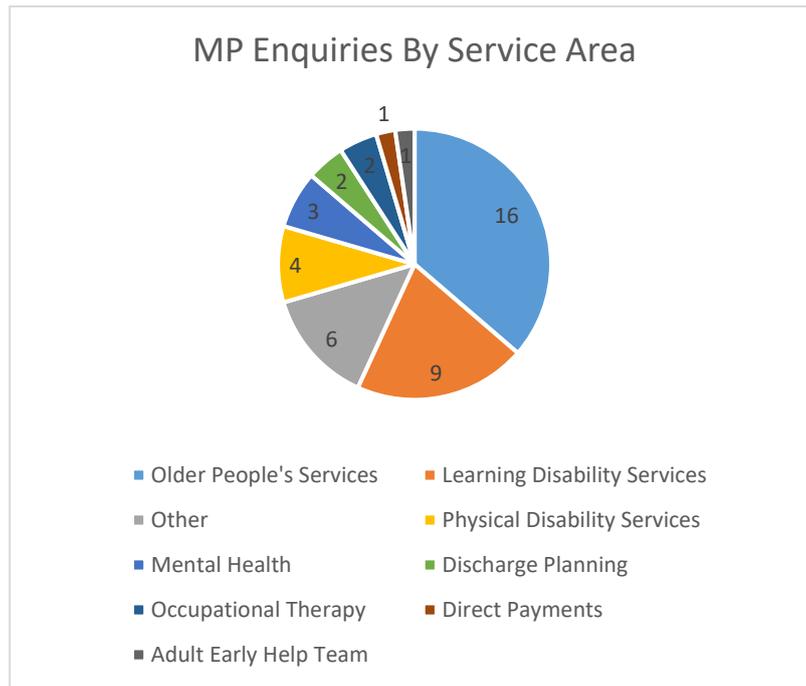
8.3 In one case the Service User was open to the Learning Disability Partnership, and in the other case the Service User was open to Older People's Services. The final representation regarding Community Transport did not relate to a specific Service User, and was about Disclosure and Barring Service checks for volunteer drivers.

9.0 MP Enquiries

9.1 44 MP enquiries were received in 2017-18. This is a decrease of 34% from the 67 MP enquiries received in the previous year.

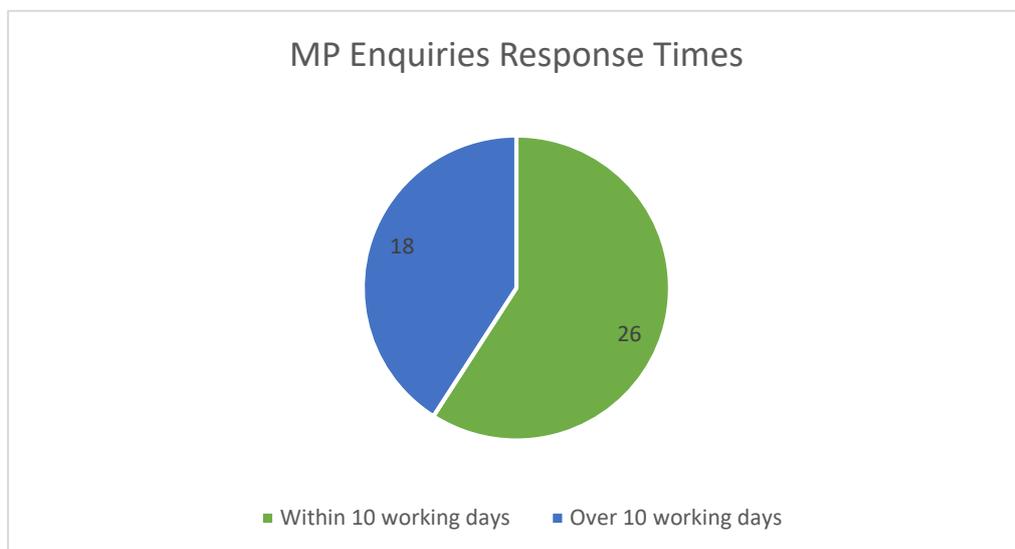
9.2 Figure 2 gives details of the service areas which the enquiries related to.

9.3 **Figure 2: MP Enquiries by Service Area**



9.4 Figure 3 gives details of the response times for MP enquiries.

9.5 **Figure 3: MP Enquiry Response Times**



9.6 26 of 44 (59%) MP enquiries received in 2017-18 were responded to within timescale. This is a reduction from the previous year when 56 of the 67 (84%) MP enquiries received were responded to within timescale.

9.7 18 enquiries were delayed for various reasons, including:

- Complex case involving safeguarding.
- Complex case involving other organisations.
- Change in investigation manager.
- Waiting to speak to a worker on leave.

- Additional concerns raised by the MP while the investigation was in progress.
- Complex case involving several internal teams.
- Allow time to contact the individual raising concerns during the course of the investigation.

9.8 In cases where responses have been delayed a holding letter is sent to the MP to keep them informed.

10.0 Informal complaints

10.1 During the course of the year the number of formal and informal complaints varies slightly. This is because sometimes a complaint is initially dealt with informally and then the complainant states that they wish for the complaint to be escalated and dealt with formally. Similarly some complainants wish their complaint to be dealt with formally and when initial remedial actions have been completed they state that they wish to withdraw their complaint. In cases where the type of complaint changes, the complaints records are amended accordingly.

There has been a 20% increase in the number of informal complaints received in 2017-18 in comparison to previous reporting year.

10.2 In 2017-18, there were 343 informal complaints received. This compares to 285 received in the previous financial year, an increase of 20%.

10.3 Figure 4 shows the number of informal complaints in relation to the major service areas and the total number of people receiving services.

10.4 *Figure 4: Number of informal complaints*

Service Area	Number of people receiving service	Number of Informal complaints	Percentage of complaints per population receiving services
LDP	1652	18	1%
Physical Disabilities	844	15	1.7%
Older People (includes Adults Early Help and joint complaints)	4789	308	6.4%
CPFT includes Older People's Mental Health and OT	408	2	0.5%
Total	7693	343	4.5%

10.5 This year there were 58 more informal complaints in comparison to 2016-2017 when 285 were received. This is a 20% increase.

10.6 The reason for this increase could be due to improved recording of informal complaints. The Customer Care Team are working closely with Heads of Service to ensure that staff understand the importance of recording informal complaints. The Customer Care Team have also met with different service areas to provide briefings on informal complaints.

10.7 The Customer Care Team produced a practitioner fact sheet in January 2018 to improve awareness of what an informal complaint is and the importance of recording this data accurately.

10.8 The Customer Care Team are also meeting with teams across different service areas to discuss the formal and informal complaints processes. The Customer Care Team will monitor the impact of these recent changes against the number of informal complaints subsequently being received.

11.0 Formal Complaints

11.1 Emphasis is placed on ensuring that people wishing to make a complaint or provide feedback of any kind, can do so with ease and in a variety of ways. Guidance regarding how to provide feedback of any kind is provided on Cambridgeshire County Council's website (<http://www.cambridgeshire.gov.uk/complain>)

In addition how to make a complaint / provide feedback is explained by the Adult Support Coordinator / Social Worker during the assessment process and as part of that process the Service User is given a factsheet that explains the process.

11.2 There were 163 formal complaints received in 2017-18.

11.3 Figure 5 gives details of the number of formal complaints received in the last 3 years and the comparative percentage increase /decrease.

11.4 *Figure 5: Formal Complaints Received from 2015-2018*

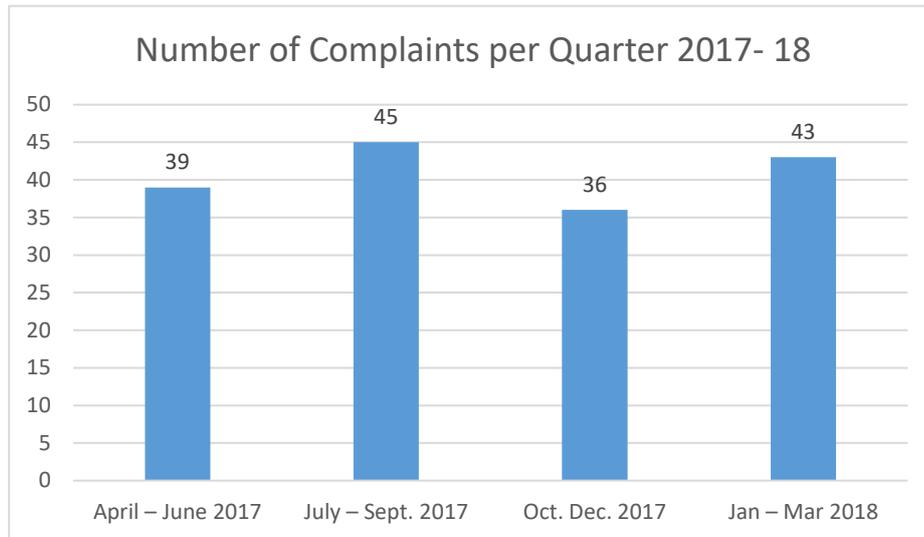
Financial Year	Number of complaints received	Percentage Rise from previous year
2015 – 16	118	
2016 – 17	140	19%
2017 – 18	163	16%

11.5 Figure 5 demonstrates that the number of formal complaints has risen year on year over the past 3 years. 163 formal complaints were received in 2017-18. This is an increase of 38% on the 118 formal complaints received in 2015-16.

11.6 23 more formal complaints were received in 2017-18 than in the previous year, a percentage rise of 16%

11.7 Figure 6 shows the number of Formal Complaints received for each quarter of 2017-18

11.8 *Figure 6: Number of Formal Complaints received per quarter 2017-18*



11.9 On average 41 formal complaints were received per quarter during 2017-18. This compares to an average of 35 per quarter received in 2016-17 an increase of 6 (17%). The reasons for complaining are varied (for more details see section 13.0)

12.0 **Service Area Complaints**

12.1 To give some perspective Figure 7 shows the number of complaints in relation to the major service areas and the total number of people receiving services.

12.2 *Figure 7: Service Area Complaints*

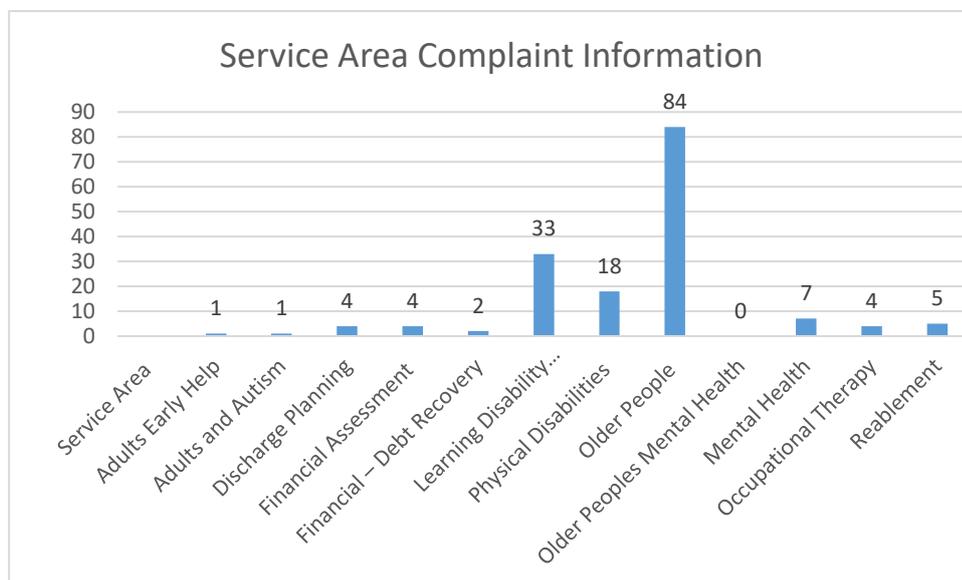
Service Area	Number of people receiving service	Number of complaints	Percentage of complaints per population receiving services
LDP	1652	34	2%
Physical Disabilities	844	20	2.3%
Older People (includes Adults Early Help and joint complaints)	4789	102	2.1%
CPFT includes Older People's Mental Health and OT	408	7	1.7%
Total	7693	163	2.1%

12.3 Figures for teams identified in Figure 8 have been included in numbers in figure 7 for the Service Area that the Service User receives their service from, for example, a complaint about the Adults and Autism team has been included in the numbers in Figure 8 with the complaints about LDP.

12.4 2.1% of those receiving Adult Social Care Services complained about the services they received. This is a marginal increase on the previous year when 1.5% complained.

12.5 Figure 8 shows the number of complaints received by each service area for the past 3 years.

12.6 *Figure 8: Complaints by Service Area*



12.7 Whilst the number of complaints (84) for older people in 2017-18 is higher than any other service, it is important to set this in the context of the population size of the service area. Figure 6 shows that 2.1% of older people receiving services complained. This is similar to the percentage for other service areas.

12.8 84 complaints about Older People’s services were received in 2017-18. This is an increase of 29% on the 65 complaints about Older People’s services received in the previous year. This reflects the general increase in the overall number of complaints received.

12.9 7 complaints about Mental Health services were received in 2017-18. This is a decrease of 42% from the 12 complaints about Mental Health services received in the previous year. However, looking further back to 2015-16, only 2 complaints were received. So the current numbers indicate that there has been a step increase during this 3 year period. Improved reporting and regular communication with the CPFT Complaints Team can partly account for this increase. Continued

monitoring and communication will give an indication of whether or not this is a sustained rise.

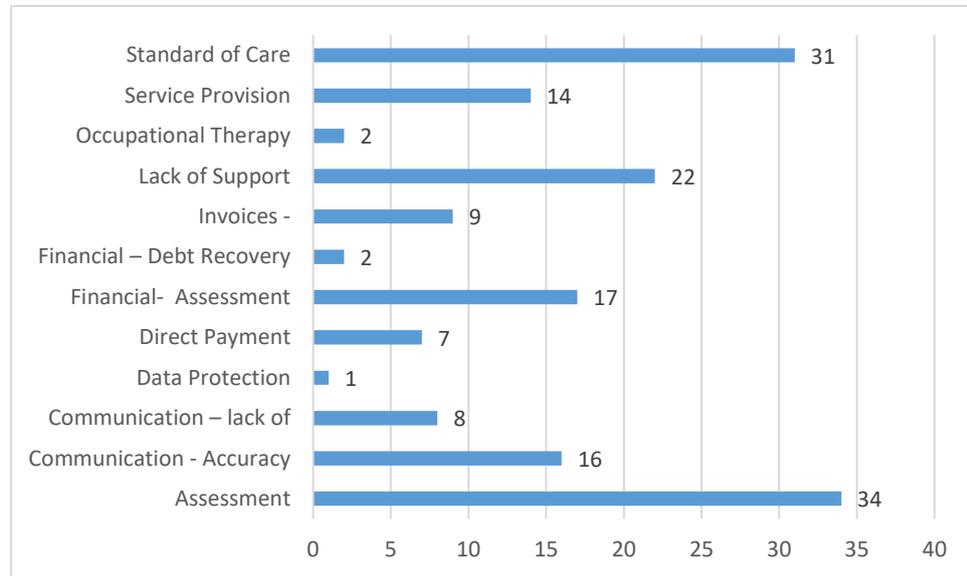
- 12.10 Once consent has been obtained, complaints involving Mental Health services and social care are discussed with the partner organisation and it is decided which organisation will lead. The complaint is then investigated and responded to using the lead organisation's complaints procedure. The CCC Customer Care Team and the CPFT Complaints Team meet on a quarterly basis to discuss issues such as information sharing, consent and individual complaints.
- 12.11 Currently the Section 75 agreement between CPFT and CCC is being reviewed and the revised complaints schedule specifies the complaints data that should be shared. This will mean that more information about Social Care/Mental Health feedback will be available to include in future Customer Care Reports
- 12.12 The number of social care complaints (Adults) reported by CCC that relate to mental health and Occupational Therapy (OT) services occasionally differ slightly from the number reported by CPFT. These variations are due to the different ways in which some complaints are categorised.
- 12.13 33 complaints about Learning Disability services were received in 2017-18. This is an increase of 22% on the 27 complaints about Learning Disability services received in the previous year.
- 12.4 The LDP more than any other service area has complainants who make more than one complaint about different issues over the course of a year. In 2017-18, 4 complainants made more than 1 complaint. This could be due in part to the complex needs that some Service Users with Learning Disabilities have, and the complex arrangements required to meet their needs.
- 12.15 18 complaints about Physical Disability services were received in 2017-18, a small increase on the 17 complaints received the previous year.
- 12.16 There are relatively few complaints solely about Discharge Planning services. In 2017-18, 3 of the 4 complaints involved other agencies and/or teams.
- 12.17 2 of the 4 complaints received about OT services were about services provided to HM Prisons. This is the first time we have received complaints from prisoners and it demonstrates that there may now be a wider awareness of how to complain about Adult Social Care Services

The number of complaints about Physical Disabilities Services is very similar to last year.

13.0 Reasons for Complaints

13.1 Figure 9 gives details about the reasons why people complain.

13.2 *Figure 9: The Reasons Why People Complain*



13.3 The most common reason for complaining was about Assessments. 34 complaints about an Assessment were received in 2017-18. This is an increase of 162% on the 13 complaints about Assessments received in the previous year. The 34 complaints break down as follows:

- 13 complaints about delays in carrying out the assessment
- 10 complaints about the content of the assessment
- 11 complaints about the assessment process

13.4 It is difficult to explain the reason for the large increase in the number of complaints about assessments, other than to say that in some operational teams there are capacity issues that will impact on the assessment process and the time Service Users are waiting for an assessment.

13.5 31 complaints about Standard of Care were received in 2017-18. This is an increase of 82% on the 17 complaints about Standard of Care received in the previous year.

13.6 28 complaints about Standard of Care referred to the care provided by independent providers and the remaining 3 were about care provided by Reablement teams. For more details on complaints about independent providers please see section 14.

13.7 12 complaints about Service Provision were received in 2017-18. This is a decrease of 56% from the 27 complaints about Service Provision received in the previous year. The term 'Service Provision' covers a number of issues. For example:

- Lack of support regarding specialised needs
 - The amount of support provided
 - Who the support is provided by
 - Withdrawal of support
- 13.8 2 complaints about Service Provision referred to a reduction in service.
- 13.9 28 complaints about financial issues were received in 2017-18. This is a decrease of 10% from the 31 complaints about financial issues received in the previous year. The 28 complaints break down as follows:
- 9 complaints about Invoices
 - 2 complaints about Debt Recovery
 - 17 complaints about Assessment
- 13.10 22 complaints about lack of support were received in 2017-18. 21 of these complaints referred to lack of support from a social care team. This is an increase of 90% on the 11 complaints received in the previous year.
- 13.11 The 21 complaints about lack of support from the social care team often refer to a lack of communication or delays.
- 13.12 17 complaints were about financial issues. These referred to the outcome of the financial assessment process, such as delays in completing the process.
- 13.13 The automatic issuing and tone of debt recovery letters was a theme for some time. The issues regarding invoices primarily related to soft reminder letters being received when the account had been settled, and the tone of recovery letters. However, following previous feedback received through complaints, changes in the process were made and this year there were no complaints about the tone of debt recovery letters.
- 13.14 In 2013-14 there was a high number of complaints (21) about confusing and hard-to-understand invoices. Details of these complaints were given to the Adult Social Care Practice Development Manager and this information was used in developing a revised contributions policy.
- 13.15 Following these changes the number of complaints about hard-to-understand invoices has decreased steadily. In 2016-17 there were 12 complaints about confusing invoices; in 2017-18 the number had decreased to 9, a decrease of 25%.
- 13.16 24 complaints were about communication issues. The issues varied from a complaint about lack of communication about the temporary nature of care provision, to a family feeling that they were not being listened to.

14.0 Complaints about Independent Providers

14.1 Complaints that refer to Independent Sector Providers are investigated by the Locality Team Manager. The responses to the complaints about practice are copied to Heads of Service.

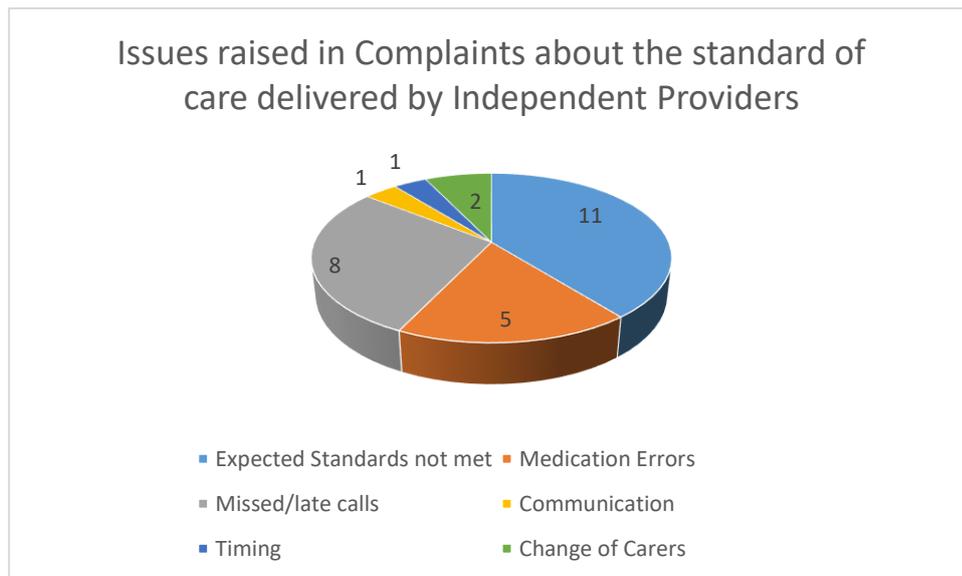
14.2 Complaints and response to complaints involving independent care providers are copied as a matter of routine to the appropriate Contracts Monitoring Manager.

14.3 28 complaints referred to the provision of care by an independent provider. This is one less complaint about independent providers than was received the previous year.

14.4 All of the complaints about independent providers referred to the standard of care.

14.5 Figure 10 gives details of the specific standard of care issues in complaints about the service provided by independent providers.

14.6 *Figure 10: Complaints about the standard of care delivered by Independent Providers*



14.7 The most common reason for complaining was the expected standards not being met. This refers to a number of different issues such as hygiene and lack of support with food.

15.0 Comparative Data

15.1 Information about Complaints received by similar Local Authorities is coordinated and disseminated by the Customer Relations Team, Adult Social Care, Surrey County Council. This information is received approximately half way through the course of the following year. It is expected that the data for 2017-18 will be published later in 2018.

15.2 Comparing the 140 complaints received in 2016 -17 by Cambridgeshire with the average number of complaints (292) received by comparator councils, Cambridgeshire's complaints are 52% (152) lower. 140 complaints were received in 2016-17 by Cambridgeshire. This is 52 % lower than the average of 292 complaints received by comparator councils in the same year.

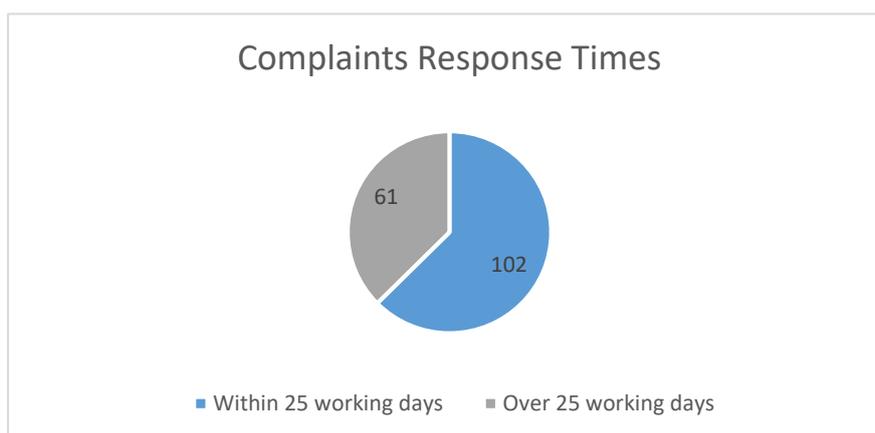
15.3 However, this simple comparison cannot be considered valid. There is a range of different arrangements for dealing with complaints within the Local Authority comparator group, which affects how received complaints are recorded and reported. For example some Local Authorities record and report Adult and Children's social care complaints together, whilst others who deal with Adult and Children's complaints separately have provided a figure solely for Adult complaints. Other authorities have included corporate complaints and/or MP enquiries in the numbers they provide.

16.0 Complaint responses

16.1 The Adult Social Care complaints process specifies that complaints should be responded to within 25 working days. If there are mitigating circumstances for exceeding this time frame then a written explanation is sent to the complainant.

16.2 Figure 11 shows that 102 of 163 complaints (63%) were responded to within 25 working days in 2017-18. 61 complaints required an extension, leading to the response taking longer than 25 working days.

16.3 *Figure 11: Complaint response times*



16.4 Extensions were agreed for a number of reasons, including:

- Complex case involving a number of historic issues
- Delays in receiving information from external organisations
- Complex cases involving other organisations, or multiple teams within the Council

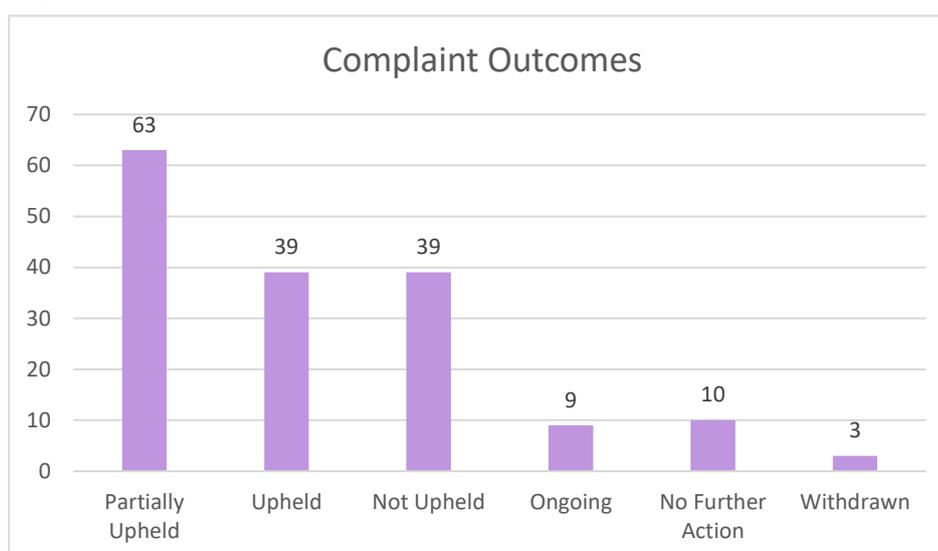
- Difficulties obtaining consent and engagement from the family
- Time needed to include a meeting with the Service User
- Needed to interview staff member who was absent from work
- Complaints involving safeguarding enquiries
- IT problems
- Seeking legal advice before responding
- Change in investigator during the course of the investigation

16.5 Complaint outcomes are recorded using the following definitions:

- Upheld – all issues raised in the complaint required remedial action to rectify the situation and prevent a similar issues arising in the future
- Partially upheld – at least 1 issue in the complaint required remedial action
- Not upheld – none of the issues raised required remedial action

16.6 Figure 12 gives details of the number of complaints upheld, partially upheld and not upheld.

16.7 *Figure 12: Complaint outcomes*



16.8 63 (39%) complaints were Partially Upheld, while 39 (24%) were Upheld and 39 (24%) were Not Upheld.

16.9 102 (63%) complaints were either Upheld or Partially Upheld in 2017-18. This remains consistent with the previous year, when 85 (61%) of complaints were either Upheld or Partially Upheld.

17.0 Senior Manager Review

17.1 Where complainants are not satisfied with the first response, a complaint may be reviewed by a Senior Manager.

- 17.2 For consistency, the Customer Care Team report on *completed* Senior Manager Reviews rather than those requested or those that are on-going within a reporting year.
- 17.3 In 2017 -2018, 5 Senior Manager Reviews were completed. This is a significant decrease to the last reporting year where 17 Senior Manager Reviews were completed, which is a 71% decrease.
- 17.4 Of the 5 Senior Manager Reviews completed this reporting year, 4 were partially upheld and one was not upheld.
- 17.5 One Senior Manager Review related to a decision to stop funding for transport to a day care centre. The complaint was not upheld as it was found that the Physical Disability Team involved had provided alternative options for the Service User. This would enable them to maintain their level of mobility whilst using more local community resources
- 17.6 Another Senior Manager Review related to direct payments and the services provided by care agencies. The complaint covered 29 different issues, one of which was upheld due to delays in renewing and processing the Carer's budget. The other aspects were not upheld as the representative had been provided with information and directed towards support and assistance.
- 17.7 A further Senior Manager Review related to confusion around the financial assessment process. Although it was found that the Council had followed the due financial assessment process, it was acknowledged that a lack of providing clear explanations and information at the time resulted in distress for the family. An apology was issued for the distress caused and lessons relating to the request of and follow ups of financial assessments were shared with the team.
- 17.8 Another Senior Manager Review involved a delay in providing respite care. This was partially upheld as it was acknowledged there was a delay in sourcing immediate respite care. The social care team had offered an alternative temporary solution in the interim period, however this offer of support was declined. It was also acknowledged that there had been a delay in authorising the Carers support grant and an apology was issued.
- 17.9 The fifth Senior Manager Review was partially upheld as it identified that a re-assessment of needs for a Service User had not been carried out in a timely manner by the Learning Disability Partnership. The failings of the service were acknowledged by the Council along with an apology and a one off payment was issued as a gesture of good will for the delays. As a result of the complaint changes were made to the service to

The number of Senior Manager Reviews completed this reporting year has decreased by 71%.

avoid similar delays occurring again which include a weekly reporting process to Senior Managers. In the event of a waiting list being required, cases are reviewed on a weekly basis to determine the level of risk and priority. Other areas of the complaint relating to historical social care records were not upheld.

- 17.10 Four of the Senior Manager Reviews were completed within the three months allotted timeframe. The other review exceeded the timeframe and an apology was issued to the complainant.
- 17.11 The decrease in the number of Senior Manager Reviews carried out this reporting year may be as a result of additional training and support being offered to responding managers carrying out the initial complaint investigation. However, the Customer Care Team will continue to monitor this and report on the findings.

18.0 Local Government Ombudsman (LGO) complaints and enquiries

- 18.1 Whereas Senior Managers and the Customer Care team always strive hard to resolve a complaint there are times when the complainant chooses to go to the LGO.
- 18.2 Complaints that include health as well as social care issues are investigated by a joint Parliamentary Health Services Ombudsman (PHSO) and LGO investigation team. Any such complaints will be reported on in this section of the annual report.
- 18.3 LGO complaint investigations can span more than one reporting period. In order to provide consistency the Customer Care Team report on *completed* investigations only, not those that have been referred or are still in progress.
- 18.4 The LGO are unable to investigate every complaint that goes to them. As such the LGO will occasionally decide to carry out 'initial assessments' with the Council in the first instance to determine if they will proceed further with a full and detailed investigation.
- 18.5 During this reporting year the LGO carried out 5 initial assessments which were not taken further. 1 was where the LGO determined that they would not be able to add further or find fault with the Council's complaint response which had already been issued. 3 complainants were referred back to the Council by the LGO as they had not yet used or completed the Council's complaint procedure. 1 was not investigated due to consent not being received by the Service User.
- 18.6 There were 3 final decisions issued between 01 April 2017 and 31 March 2018. This is one less in comparison to the last reporting year where 4 final decisions were issued.

- 18.7 2 complaints were not upheld and 1 was partially upheld.
- 18.8 The partially upheld complaint was investigated by the PHSO and LGO joint working team as it crossed over with the Cambridgeshire and Peterborough Foundation Trust (CPFT). The joint working team upheld the first aspect of the complaint about the failure to provide support and adequate respite arrangements for a Service User and their Carer. The Trust and the Council agreed with the Ombudsmen's recommendations and issued an apology along with a total of £900 redress for the distress and frustration caused to the Service User and their Carer. The second aspect of the complaint about the care and treatment which had been provided for several years was not upheld.
- 18.7 The Customer Care Team arranged for the LGO to provide a bespoke one-day skills course for Service Managers and Heads of Service investigating and responding to Adult Social Care complaints which was held in March 2018. The course was received well and the Customer Care Team will monitor the impact of the workshop over the coming year.

19.0 Specific learning from complaints

- 19.1 Emphasis is placed on learning from complaints. This section highlights the learning from specific complaints received in the first quarter of 2016-17.
- 19.2 A complaint about debt recovery letters identified that incorrect contact details for a staff member had been given. This had caused the complainant further inconvenience. The error has now been amended and staff in the Debt Recovery Team are aware of the importance of ensuring that the correct staff contact name is included in any correspondence with the Council.
- 19.3 The Financial Assessment team agreed to review the way Notional Capital listings are detailed and set a standard template for this for future use. This was agreed following issues raised in a complaint about the assets that should be included in the financial assessment for someone who was receiving residential care.
- 19.4 The investigation into a complaint about safeguarding practice in a social care team led to the shortcomings in practice being addressed directly with staff and work beginning on improving the tracking of safeguarding enquiries within the team.
- 19.5 A complaint investigation about the quality and quantity of communication with a family resulted in the inaccuracies being amended and a plan for improved communication with the family.
- 19.6 The mother of a woman with learning disabilities complained about the slow progress made regarding the provision of supported living accommodation. The investigation into the complaint showed that progress had been impeded because the person responsible for

authorising the application to the funding panel was unavailable. The response to this complaint included changes to increase the flexibility of the panel application process.

- 19.7 An investigation into a complaint about the amount of care provided showed that the assessment documentation had not been sent out. In addition there were communication issues involved in this complaint. These issues related to lack of involvement of a Power of Attorney in the discussions about care and support. The team manager has addressed these issues with the team.
- 19.8 A complaint about the standard of domiciliary care delivered showed that there was no clear care and support plan informing support staff of their duties. Actions taken to avoid a similar situation arising in the future include:
- Training of senior staff in relation to care and support plans and risk assessments
 - Regular monitoring home visits carried out
 - Learning reinforced with the team
- 19.9 A complaint about the delays in receiving a direct payment identified errors in the way in which the payment was processed. This has been addressed with staff by the Service Manager in supervision sessions.
- 19.10 The LGO investigation into a complaint about lack of support resulted in the LGO recommending that the Council:
- Contact the Independent Provider to ensure that it is aware of the importance of alerting the Council if it decides to stop supporting a Service User
 - Review their commissioning strategy for social care (within six months)
 - Consider whether training should be provided to officers about contingency planning for complex cases

In response to these recommendations:

- The Council, in addition to contacting the Independent Provider involved in the complaint, also revised the terms and conditions for Independent Providers. This now includes a reference to the need to alert the Council should the Provider decide to terminate the service it is providing to a Service User. This commissioning strategy has been reviewed which resulted in a new Dynamic Purchasing System (DPS) for Home and Community Support. This new arrangement will ensure services can be commissioned in a timely manner to meet all Service User's needs
 - A learning event was held for Council and CPFT staff to consider the issues in the complaint, the LGO recommendations and the practice implications
- 19.11 An investigation was made into a complaint about the support offered to someone who decided to move to Cambridgeshire during a weekend

visit to her family. It showed that there should have been clearer signposting to other agencies in the early stages of contact. In addition emails had not always been responded to promptly. Staff were reminded about the importance of signposting and responding to emails in line with the Council's policy.

- 19.12 A complaint about the standard of domiciliary care delivered resulted in the care agency being asked to address record keeping with their staff and to ensure that all related tasks required were carried out to an acceptable standard.
- 19.13 The investigation into a complaint about a direct payment and the direct payment monitoring agency showed that communication could have been improved and the following actions were taken:
- Additional IT resources were purchased by the direct payment agency
 - A new direct debit process was developed by the direct payment agency
 - A missed call back was addressed with the staff member
 - The above were highlighted with the Contracts team who monitor the service delivered by the Council's contracted providers
- 19.14 A complaint about the financial assessment process and disability related expenditure resulted in an agreement that examples relevant to Mental Health would be included on the checking sheet.
- 19.15 A complaint made by someone receiving care from Children's services about their mother's care had the outcome of forging a closer working relationship between adult and children's Social Workers to ensure that the complainant received regular updates about their mother's social care.
- 19.16 A complaint about the insufficient information in the social care assessment following discharge from hospital and the care provided by a care home brought about the following learning:
- Management commitment to improve case recording, and there is now a Case Recording Factsheet for staff
 - Training for the care home management
 - Communication training for the social care team
- 19.17 A complaint about the Council reclaiming a direct payment, and the work carried out to explore alternative options to fund transport resulted in:
- The staff team being made aware of the need for written confirmation to be sent informing the person that the direct payment would be ending.
 - The staff team being made aware of the importance of clear communication when exploring alternative transport options

20.0 Complaint Themes

- 20.1 Although not the primary reason for complaining, communication issues are raised in many complaints. These issues include, not returning calls or providing information on progress at regular intervals. Other issues include the explanation of complex information. This is particularly the case for financial information.
- 20.2 Similarly, although the main reason for complaining is different there are often issues raised about delays in processes. This refers to both financial and social care processes.
- 20.3 It was expected that there may be a theme about a reduction in service following on from policy changes made in 2015. However monitoring has shown that this is not the case and the number of complaints about a reduction in service has remained relatively low.
- 20.4 There has also been an increase in number of complaints that make reference to the care that is being provided by care agencies. The Customer Care team are monitoring this and in discussion with the relevant service areas highlight any themes for appropriate action to be taken as necessary.
- 20.5 Complaints about the assessment process have risen throughout the year. These complaints cover a number of issues such as not being listened to, family not being consulted, factual inaccuracies and disagreement with the outcome.
- 20.6 There has been an increase in the number of complaints about the support provided by the social care team. These complaints often refer to a lack of communication or delays.

21.0 Conclusions

- 21.1 Compliments decreased this reporting year.
- 21.2 MP enquiries have decreased by 34%
- 21.3 The number of formal complaints continues to increase year on year.
- 21.4 The most common reason for complaining during 2017-18 has been concerns about social care assessments and the standard of care provided by independent providers.
- 21.5 Only 3 complaints were investigated by the LGO and one was partially upheld.

21.6 The number of Senior Manager Reviews and Local Government Ombudsman decisions has decreased although the number of formal complaints has increased. There continues to be an emphasis on ensuring that the initial investigation is thorough.

22.0 **Recommendations**

22.1 Adult Committee to approve this report for publication on the external website in line with the 2009 DOH Regulations.

22.2 Customer Care Team to continue to work towards ensuring that the number of upheld or partially upheld LGO investigations remains very low.

Appendix 1

The definitions for compliments, comments, representations and complaints are set out below.

Compliment: a formal expression of satisfaction about service delivery by a Service User or their representative.

Comment: any suggestion or remark made formally by a Service User, their representative or a member of the public.

Representation: a comment or complaint about County Council or Government resources or the nature and availability of services.

Complaint: A concern or complaint is 'any expression of dissatisfaction that requires a response'. It is how the person raising a concern/complaint would like it addressed that helps define whether the expression of dissatisfaction requires an 'informal' or 'formal' response. It is therefore not always the complexity or severity of a concern/complaint that defines its formality or informality.

Informal Complaint: It is how the person making the complaint/concern would like it addressed that helps to define whether the expression of dissatisfaction requires an 'informal' or 'formal' response. It is therefore not always the complexity or severity of the complaint/concern that defines its formality or informality.

Formal Complaint: any formal expression of dissatisfaction or disquiet about service delivery by a Service User or their representative.

Corporate Complaints: Corporate complaints are outside the Local Authority Social Services and National Health Service Complaints (England) Regulations 2009, and refer solely to the behaviour of a named County Council employee. A corporate complaint is investigated and responded to by the line manager of the person who is being complained about.

Appendix 2

Explanation of Acronyms

ASCMT	Adult Social Care Management Team
AAT	Adult and Autism Team
BME	Black and Minority Ethnic
CCS NHS Trust	Cambridgeshire Community Services NHS Trust
CPFT	Cambridgeshire and Peterborough Foundation Trust
CCT	Customer Care Team
DOH	Department of Health
EDT	Emergency Duty Team
FABA	Finance and Benefits Assessor
G.P	General Practitioner
HSO	Health Services Ombudsman
LDP	Learning Disability Partnership
LGO	Local Government Ombudsman
MCA	Mental Capacity Assessment
M.P.	Member of Parliament
NFA	No Further Action
OP	Older Peoples Services
OT	Occupational Therapy
PD	Physical Disabilities
PDSS	Physical Disabilities and Sensory Service
SS	Sensory Service

Appendix 3

User Experience Survey Results

(Period 1 October 2016 to 30 September 2017)

Questionnaires were sent to 31 complainants, whose complaints were received between 1 October 2016 and 30 September 2017. Not all complainants from this period were contacted, for example cases where the Service User has passed away, or where the complainant still has open complaints with the department.

12 responses were returned in total, which amounts to 39%. The statistics below relate solely to the 12 returned responses. 4 were returned anonymously, and 8 provided their name and address.

As we carry out the survey several months after their complaints were logged, in order to allow time for the complaints to be fully closed, it may be that complainants are unable to remember some details. This would account for some of the unanswered questions and responses which conflict with our records.

1 Which service area was your complaint about?

Service area	Number of responses received	Percentage %
OP	5	42
LDP	5	42
PD	1	8
Other: MH	1	8

2 Did you make the complaint as the Client, or Client's representative?

	Number of responses received	Percentage %
Client	1	8
Client's Representative	11	92

3 Did you receive acknowledgement of your complaint?

	Number of responses received	Percentage %
Received within 3 working days.	11	92
Not received within 3 working days.	1	8

One complainant said their complaint was not acknowledged within 3 working days, however, on checking the complaint file they were contacted within 3 working days.

4 If 'Yes' to Q3 – Was this contact helpful?

	Number of responses received	Percentage %
Yes	8	67
Not Sure	3	25
Not Answered	1	8

5 Did you receive a full written response in 20-25 working days?

	Number of responses received	Percentage %
Yes	10	84
No	1	8
Not Sure	1	8

Two complainants said they did not, or were not sure, they received a response within timescale. On checking their complaint files the responses were issued within 25 working days.

6 If 'No' to Q5 – Did you receive an explanation for the delay?

	Number of responses received	Percentage %
Not Answered	10	84
Yes	1	8
Not Sure	1	8

7 Was the complaint resolved to your satisfaction?

	Number of responses received	Percentage %
Yes	8	67
No	2	17
Some of it	1	8
Not Answered	1	8

8 Were you told how to take your complaint further?

	Number of responses received	Percentage %
Yes	10	84
No	2	17

Two complainants said they were not told how to take their complaint further. On checking their complaint files their responses did include the usual guidance for taking the complaint further.

9 Overall, how satisfied were you with the way your complaint was dealt with?

	Number of responses received	Percentage %
Very Satisfied	6	50
Satisfied	2	17
Fairly Satisfied	1	8
Not Satisfied	3	25

1. BACKGROUND

- 1.1** This paper provides a deep dive on the Adult social care labour (workforce) market across the independent sector, including an overview of workforce trends, current challenges faced and our approach to address these.

2. MAIN ISSUES

2.1 Key Messages

- 2.1.1** Across the Eastern Region, Skills for Care data shows that the number of adult social care jobs across the independent sector (including home care, residential and nursing homes) has increased by 7.1% since 2012. 90% of the workforce are on permanent contracts, with 52% full time, 37% part time and 11% having no fixed hours. 26% were recorded as having zero hours contracts, with the highest proportion (50%) recorded within domiciliary care, especially amongst care workers (60%) and registered nurses (51%).
- 2.1.2** An analysis of the National Minimum Dataset obtained by Skills for Care indicates that providers operating across the independent sector within Cambridgeshire will face significant challenges in recruitment and retention and it is likely that this will be exacerbated to some extent by the impact of Brexit. However it should be noted that conclusions drawn are indicative given that submission to the current National Minimum Dataset by external providers is currently completed on a voluntary basis. This has resulted in data collected representing a sample of local providers.
- 2.1.3** Key messages arising from the data analysis include:
- There are currently 62 independent homecare provider organisations registered with the Care Quality Commission (CQC) in Cambridgeshire and another 92 registered residential and nursing homes. This equates to a workforce of around 10,000 individuals providing direct personal care.
 - There is a relatively even spread of workers under the age of 55. However, 20% of the workforce is over the age of 55, which is likely to place pressure on workforce planning in the future.
 - Whilst 62% of the workforce directly involved with the provision of care are British, in line with the national average, the proportion of EEA (Non British) workers (24%) is significantly higher than the national and regional average. There is therefore real risk that policy development to support Brexit could have a detrimental impact on both retention of a significant proportion of the existing workforce, and the ability to expand the workforce using existing strategies to manage increased demand within Cambridgeshire.
 - Expanding the local independent sector provider workforce in line with increasing demand for services, especially within the over 65 age group is a regional challenge. In fact, the Eastern Region has the second lowest ratio of workers to population aged 65+, second only to the South West of England.
 - In line with national trends, data analysed indicated that local independent sector providers are experiencing a high turnover rate of around 44%, with the average length of time in post being 2.9 years. Equally, however, analysis of 411 Cambridgeshire workers also suggested that one third of the workforce leave their role to move to a competitor indicating that the sector as a whole is retaining staff

within Cambridgeshire. Furthermore, 63% of workers who reported their 'Leaver Destination' within Cambridgeshire moved to other roles working within the wider health and social care sector. This compares favourably to national (52%) and regional (59%) trends.

- Based on POPPI data, Skills for Care forecasts that if the independent sector workforce was to grow proportionately to the projected number of people aged 65 years and over, an increase of 36% in workforce capacity would be required by 2030.

- 2.1.4** The strength of Cambridgeshire's economy, whilst positive, is impacting on the ability to expand the local independent sector workforce due to the choice of occupations available to individuals and proximity to London. The following trends were identified:
- Cambridgeshire currently only has a 2.9% unemployment rate, with a comparatively high number of jobs available per resident aged 18-64.
 - The average weekly household income of £907.48 is also significantly higher than the average weekly incomes of a Care Worker (£289) and Senior Care Worker (£300). The impact of this is further exacerbated by the consistent increase in local property value within the area, with house prices being significantly above the national average in most areas. Data therefore indicates that the relatively high cost of living, combined with the low level of income associated with work as a carer makes attracting a workforce to the independent sector extremely challenging.

2.2 Detailed Analysis of Local Data

2.2.1 Providers

As of May 2017, there are **62** independent provider organisations in Cambridgeshire registered with the Care Quality Commission (CQC) to provide personal care, and another **92** registered to provide residential and nursing care. Estimates prepared by Skills for Care using provider workforce data captured via the annual National Minimum Dataset – Social Care (NMDS-SC) suggests there are around **10,000** workers providing personal care within the County.

2.2.2. Workforce and population

Skills for Care estimate that there are around **107,000** workers involved in the direct provision of care in the eastern region. The adult population of the region is estimated to be a little over 4.7m – of which 1.1m are aged 65 and over. Calculating the number of workers per 10,000 of population enables comparison nationally and between regions.

Estimated number of workers delivering direct care, per 10,000 of population, Skills for Care, 2015

Age	Eastern	East Midlands	London	North East	North West	South East	South West	West Midlands	Yorkshire and Humber	England
All adults	224	240	189	257	234	226	239	227	221	225
Aged 18-64	296	315	222	337	303	297	326	296	287	290
Aged 65+	919	1,014	1,268	1,082	1,014	947	898	975	965	998

Sources: ONS population estimates 2015, Skills for Care workforce data

2.2.3 As shown in the above table, the Eastern region has the second lowest ratio of workers to population aged 65+, suggesting that the independent sector workforce pressures experienced in Cambridgeshire are experienced throughout the region, as well as other parts of the country, such as the South West.

2.2.4 *Workforce demographics*

There is limited information available at a local level, due to the voluntary nature of data returns. Skills for Care are able to provide demographic and ethnicity details for around 1,500 workers in Cambridgeshire, which represents around 15% of the estimated total workforce involved in direct care provision. The below tables provide a breakdown of workforce demographics based on the available data.

Age profile, workers involved in the direct provision of care in Cambridgeshire, NMDS-SC return, 2015

Age Group	Number of staff	Percentage of staff
24 and under	210	14%
25 to 34	332	22%
35 to 44	290	20%
45 to 54	353	24%
55 to 64	250	17%
65 and over	49	3%
Total	1,484	100%

Source: Skills for Care workforce data

2.2.5 As can be seen in the above figures, 20% of workers are aged 55 and over. Analysis of the national and regional datasets suggest a similar breakdown.

Ethnicity, workers involved in the direct provision of care in Cambridgeshire, NMDS-SC return, 2015

Ethnicity	Number of staff	Percentage of staff
Unknown	44	3%
Non-EEA	162	11%
EEA (Non British)	354	24%
British	925	62%
Non-British (nationality not known)	1	1%
Total	1,486	100%

Source: Skills for Care workforce data

2.2.6 As shown above, 62% of workers involved in the direct provision of care in Cambridgeshire are British, which is broadly in line with the national and regional averages. The proportion of EEA and Non-EEA workers in Cambridgeshire is significantly higher than the regional and national averages.

2.2.7 Turnover of workforce

Turnover in Cambridgeshire is estimated at 44% which is in line with the regional (45%) and national (42%) averages. The average length of time in post is estimated to be 2.9 years, which is also in line with the regional (3.0 years) and national averages (2.9 years).

2.2.8 The Skills for Care dashboards hold data explaining the reason for leaving for and the destination for 411 Cambridgeshire workers. Analysis of the reasons data suggests that around a third of workers who left a position in the period moved to a competitor, and were therefore retained by the sector.

Reason for leaving, Skills for Care NMDS-SC return, 2015

Reason for leaving	Cambridgeshire	Eastern region	England
Pay / conditions / nature of the work	13%	12%	16%
Career development / market competition	32%	38%	31%
Personal reasons	34%	25%	24%
Resignation	4%	9%	11%
Retirement	3%	2%	2%
Death	0%	0%	0%
Dismissal	7%	5%	6%
Redundancy	0%	0%	0%
End of contract term	0%	1%	1%
Other reasons	8%	8%	8%
Total	100%	100%	100%

Source: Skills for Care workforce data

2.2.9 Analysis of the Cambridgeshire data shows it is broadly in line with the regional and national averages.

2.2.10 205 workers who left a role in Cambridgeshire in 2015, provided information about where they were moving to. Analysis of this dataset shows that 63% of leavers in Cambridgeshire recorded in the annual NMDS-SC return moved to other roles within the health and social care sector, working with adults or children. This is broadly in line with the regional average (59%) but is significantly higher than the national average (52%). A comparison against the national and regional datasets show that the figures are broadly similar, with the exception of workers moving to other private or voluntary organisations, where 40% of Cambridgeshire workers reported that they moved to a similar type of organisation, compared to a regional figure of 32% and a national figure of 29%.

2.2.11 This suggests that the Cambridgeshire independent care sector retains a higher proportion of workers than other parts of the country. Whilst this may sound positive, turnover is still comparatively high and length of service is relatively low, suggesting there is a high degree of workforce ‘churn’ which will have a detrimental impact on service user continuity of care, as well as recruitment, training and personal development costs for care providers.

2.2.12 *The strength of the local economy*

Analysis of a range of employment indicators available from the Office National Statistics (ONS) shows that the Cambridgeshire economy is outperforming the regional, England and national averages.

ONS People not in Work - January 2014 to December 2014 (published 17th April 2015)

Economic Indicator	What is good?	Cambs	East of England	England	UK	Notes
Job density	Higher ratio	0.84	0.78	0.80	0.79	Jobs densities are calculated as the number of jobs per resident aged 16 to 64 of the relevant year.
Employment %	Higher %	79.5	75.7	72.5	72.2	Annual Population Survey (APS) data. The APS is a survey of the population of private households, student halls of residence and NHS accommodation.
Unemployment %	Lower %	3.90	5.20	6.20	6.20	Model-based estimates of unemployment. These are calculated from a model based on the Annual Population Survey with the Claimant Count as an auxiliary variable.
Unemployment claimant count %	Lower %	1.1	1.9	2.4	2.5	A measure of the number of people claiming benefits principally for the reason of being unemployed. Currently this is the number claiming Jobseeker's Allowance on the second Thursday of each month (the “count date”).

ONS People not in Work - January 2014 to December 2014 (published 17th April 2015)

Area	Job density	Employment %	Unemployment %	Unemployment claimant count %
Cambridgeshire	0.84	79.5	3.9	1.1
Cambridge	1.18	78.6	4.0	1.0
East Cambridgeshire	0.70	74.1	4.4	1.1
Fenland	0.64	78.0	5.4	1.9
Huntingdonshire	0.75	83.9	3.6	1.1
South Cambridgeshire	0.80	79.6	3.2	0.7

2.2.13 The published Skills for Care NMDS-SC data shows that pay in Cambridgeshire is in line with the regional and national averages.

Average annual pay rates, Skills for Care NMDS-SC return, 2015

	Cambridgeshire	Eastern Region	England
Role			
Care Worker	£15,007	£15,388	£14,913
Senior Care Worker	£15,584	£15,873	£15,798

Average weekly pay rates, Skills for Care NMDS-SC return, 2015

	Cambridgeshire	Eastern Region	England
Role			
Care Worker	£289	£296	£287
Senior Care Worker	£300	£305	£304

2.2.14 However, these weekly and annual averages are low when compared to other economic data available via the Office of National Statistics (ONS).

2.2.15 Analysis of average weekly household income data shows that the county is performing well against national and regional comparators. However, analysis of the Cambridgeshire level data (i.e. district sub-district) shows significant geographical variations within the County. Cambridge and Huntingdonshire have weekly household income levels similar to the county average, and greater than the national and regional averages, with the average for South Cambridgeshire being significantly higher. The average weekly household income in East Cambridgeshire, is above national and regional averages, but a little below the county average, whilst the average for Fenland is significantly lower than all other districts and is also below the national and regional average.

2.2.16 Analysis of district level information follows a similar pattern, with the averages within South Cambridgeshire being significantly above the regional and national averages, and Fenland performing poorly against other parts of the county, regionally and nationally.

2.3 Workforce Planning and Development Initiatives

2.3.1 Cambridgeshire County Council has been engaged in a significant level of partnership working with local independent sector providers with the aim of tackling challenges associated with recruitment and retention across the sector. Through LGSS Workforce Development, the Council also provides significant development opportunities to the local independent sector workforce. This section provides an overview of the recruitment and retention initiative, the local workforce development offer and a

summary of the key challenges identified which will need to be managed and mitigated against in moving forward.

2.3.2 Contracts and Commissioning have been working with partnership with local independent sector providers to set up and ensure completion of the following initiatives:

- **Educational Engagement Initiatives** have taken to place with the aim of raising the profile and knowledge of the independent sector and providing placement opportunities which may lead to a permanent job role on qualifying through:
 - Working in partnership with Huntingdonshire Regional College, to build upon their existing work experience framework for the Professional Caring Pathway, with a view to embedding personal care into a number of work experience options available to students. The programme of work is being led by a single independent sector provider. To date, it has resulted in around 11 applications demonstrating some impact could be achieved if the initiative is rolled out to other colleges and areas.
 - A number of independent sector providers have also been proactively engaging in career events within a number of schools, academies and regional colleges in order to raise the profile of the sector amongst those who may be work ready, or in the process of considering future employment options. Whilst these events have taken place across Anglia Ruskin University, Cambridge Regional College, Huntingdonshire Regional College and Soham Village College, impact in terms of applicants has been limited to date.
- **Targeted Recruitment Initiatives** have mainly targeted advertising and recruitment campaigns to local people who work in local communities where workforce capacity is currently a significant challenge. This has included some joint working with Adult Learning and Skills to support individuals interested in employment opportunities within the sector, but who require some support with basic Maths and English skills. To date, 7 independent sector providers have been engaged in these initiatives and this has resulted in 7 applicants.
- **Wider Community Engagement Initiatives** have included a variety of activities such as attendance at job fayres for those seeking employment and working with Job Centre Plus representatives to raise their knowledge and awareness of the independent care sector to ensure they are equipped to signpost individuals to vacancies wherever possible.
- **Combined Authority Skills initiatives**, working closely in partnership with City College Peterborough and local learning partners, are focusing on the following key areas to support adult skills to address local needs and address skills gaps:
 - Development of a skills strategy
 - Innovation Pilot – 3 year pilot to address the skills shortage in health and social care; funded by the Department of Work and Pensions, to stimulate progression and improve career prospects for those in receipt of in and out of work benefits across Cambridgeshire and Peterborough. This will include wrap around career guidance and post-employment support, including bursaries for child care and travel costs; Influencing employer recruitment practice and staff development; Delivering a tailored programme of training, co-designed with local employers; and Supporting basic skills development and work experience visits.
 - Expansion and strengthening of the University of Peterborough.

- Closer integration of City College Peterborough and the Cambridgeshire Adult Learning and Skills Service.
- Apprenticeship grants for local employers.
- **Other key areas of work** have included:
 - Working with external partners to direct applicants who have completed a 'Get Into Health and Social Care' Course. This 6 week course is attended by younger people aged 19 to 24, which consists on a 2 week intensive course and a 4 week placement with a preferred employer. However, the success of this programme has been limited due to the suitability of candidates put forward to local providers.
 - Sector Based Work Academies, to be delivered in partnership with Job Centre Plus, were focused on offering employment training relevant to the needs of independent sector employers and other businesses, this has not been successful due to limited engagement from providers and is now on hold.
 - Work with Kick Start, a registered charity established to provide affordable, alternative means of travel in order to assist individuals residing in Norfolk, Suffolk and Cambridgeshire areas to secure, start or sustain their employment, education or training. This is in the early stages of development and therefore evidence of impact is limited.
 - Targeted campaign focused on promoting the value of male care workers through the media and an initiative which looks at supporting individuals who have experienced mental health challenges into employment within the independent care sector.

2.3.3 LGSS Learning and Development also offer a range of development opportunities to local independent sector providers to encourage increased recruitment and retention. However, in line with the above, progressing these schemes have been challenging and evidenced success is limited. In seeking to address the challenges of workforce retention, the following is offered by LGSS:

- A comprehensive learning and development programme stretching from the Care Certificate, addressing CQC Mandatory Training Requirements and Delegated Health Tasks to a range of vocational qualifications, and from September, apprenticeships. However, programmes are offered on a traded product basis and are therefore chargeable. This is viewed as a key area of expansion within LGSS, with 148 Private, Voluntary Sector organisations purchasing parts of the programme over the last financial year.
- The LGSS Learning and Development Team administers the Skills for Care Workforce Development Fund on behalf of Skills for Care. This fund amounts to £80,000 and the private, voluntary sector can access the fund to support qualifications. There has been a high level of interest and use of this fund.
- LGSS are currently engaged in development of the iCare Ambassador Partnership, which is sponsored by the Cambridge Care Professional Pathway. The partnership aims to identify champions of personal care provision and experts in best practice from across local providers and provide job shadowing for students following a social care pathway, map vocational qualification competencies against existing health and social care apprenticeship frameworks and develop a programme to support a sector based work academy. This initiative is currently in the early stages of development.
- LGSS have been working in partnership with Health Education to develop a 'Grow

Your Own' initiative which aims to lead on development of sector based work academies to support the sector. Although the programme was successful in appointing approximately 20 workers, the scheme was deemed financially unsustainable, so the contract has been terminated early.

2.3.4 To support workforce pressures across the independent sector, the Council has looked at improved utilisation of resources and alternative models of delivering care. For example, to support the in-house reablement team as the provider of last resort, significant additional investment was agreed to increase the reablement offer by 20% and an aggressive recruitment campaign is ongoing. In addition, CCC is currently piloting two 'Neighbourhood Care Teams' in Soham and St Ives, where new ways of working with system partners are being developed to prevent needs escalating and enable timely and supported hospital discharges.

2.4 Key Challenges

2.4.1 Across the schemes progressed to date, a number of key challenges have been identified:

- Lack of consistent engagement from local independent sector providers
- There is a need to increase partnership working and consistency in approach across health and social care
- Lack of strategic, organisational focus on the external workforce despite responsibilities outlined within the Care Act 2014.
- Lack of continued funding and resources to build upon and scale up small pilots which have evidenced some success.
- In line with national trends, the independent sector brand requires professionalising and a clear career pathway needs to be developed in order to make the offer of employment within this sector more attractive.

2.5 Strategy Development

2.5.1 CCC is leading on the development of a joined up approach and strategy to independent sector workforce planning and development. This will draw on learning to date and best practice evidence in tackling workforce issues in the short, medium and longer term. Key areas of focus in the strategy development will include:

- Establishing a provider network
- Review of our development offer
- Explore where we can align recruitment approaches across CCC, health and private providers
- Longer term, explore opportunities to work as a region to increase the profile of care

3. ALIGNMENT WITH CORPORATE PRIORITIES

Report authors should evaluate the proposal(s) in light of their alignment with the following three Corporate Priorities.

3.1 **Developing the local economy for the benefit of all**

Strengthening the local independent sector workforce, enhancing the availability and quality of home care, residential and nursing home provision.

3.2 **Helping people live healthy and independent lives**

Strengthening the local independent sector workforce, enhancing the availability and quality of home care, residential and nursing home provision.

3.3 **Supporting and protecting vulnerable people**

Strengthening the local independent sector workforce, enhancing the availability and quality of home care, residential and nursing home provision.

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**

CCC has worked in partnership with local Independent Sector Providers and other partners (e.g. education providers and health partners) in the development of workforce initiatives. CCC will continue to consult with and develop the development of the workforce strategy in partnership with these providers.

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?	Yes Name of Financial Officer: Tom Kelly
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	Yes Name of Financial Officer: Paul White
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Duncan Dooley-Robinson
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Oliver Hayward
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Mathew Hall
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Oliver Hayward
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Tess Campbell

Source Documents	Location
Skills for Care Dashboards	Data sources https://www.nmds-sc-online.org.uk/reportengine/dashboard.aspx
ONS Population Data	https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland https://www.cqc.org.uk/content/how-get-and-re-use-cqc-information-and-data#directory

**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 and Performance Report;
- Agenda Plan, and Appointments to Outside Bodies.

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for reports	Agenda despatch date
19/07/18	Proceed to procurement the care and support services at Hauxton extra care scheme	L O'Brien	2018/045	06/07/18	10/07/18
	Mental Health Recovery and Community Inclusion Service	S Torrance	2018/056		
	Countywide Floating Support Service	S Torrance	2018/057		
	Annual Complaints Report	H Duncan	Not applicable		
	Deep dive: Social Care labour market	W Patten	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for reports	Agenda despatch date
<i>16/08/18 Provisional Meeting</i>				03/08/18	07/08/18
06/09/18	Business Planning	W Ogle-Welbourn	Not applicable	23/08/18	28/08/18
	Care Homes Development – maximising existing contracts and tender opportunity to expand existing care home provision	S Torrance	2018/034		
	Proceed to procurement the care and support services at Whittlesey extra care scheme (currently known as Bassenhally)	L O'Brien	2018/044		
	Recommissioning of Carers Services	L McManus	2018/058		
	Mental Health Section 75	O Hayward	YES		
	Adults Positive Challenge business cases	C Black	Not applicable		
	Learning Disability Partnership Section 75 and pooled budget arrangements	C Bruin	Not applicable		
	People and Communities – Risk Register	D Revens	Not applicable		
	Deep dive: Learning Disability employment opportunities	M Darbar	Not applicable		
18/10/18	Business Planning	W Ogle-Welbourn	Not applicable	05/10/18	09/10/18
	Annual report from the Adults Safeguarding Board	H Duncan	Not applicable		
	Deep dive: Continuing Health Care	?	Not applicable		
	Neighbourhood Cares Update	L Tranham	Not applicable		
15/11/18	Business Planning	W Ogle-Welbourn	Not applicable	02/11/18	06/11/18
	Joint working with health – key priorities	W Patten	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for reports	Agenda despatch date
	Neighbourhood Cares Pilot – interim findings of York Consulting’s review	L Tranham	Not applicable		
	Annual Survey of Adults Social Care Users	C Black	Not applicable		
13/12/18	Business Planning	W Ogle-Welbourn	Not applicable	30/11/18	04/12/18
10/01/19	Adults Self-Assessment	C Black	Not applicable	21/12/18	31/12/18
	Delayed Transfers of Care – progress report	C Black / W Patten	Not applicable		
<i>14/02/19 Provisional meeting</i>				<i>01/02/19</i>	<i>05/02/19</i>
21/03/19	CPFT Annual report	F Davies	Not applicable	08/03/19	12/03/19
<i>18/04/19 Provisional meeting</i>				<i>05/04/19</i>	<i>09/04/19</i>
16/05/19	Full Evaluation of Neighbourhood Cares (May 2019)	L Tranham / C Black	Not applicable	02/05/19	07/05/19

To be programmed:

- Care Quality Commission Findings report
- Review of the number of people waiting for a change to their current domiciliary care service, or for a new package of domiciliary care (monitoring item identified at meeting on 8 March 2018)
- Review progress of the action plan arising from the Adult Social Care Service User and Carers 2017 Survey
- Adult Early Help / Prevention / Early Intervention (J Galwey)

