



County Offices
Newland
Lincoln
LN1 1YL

2 January 2018

Adults and Community Wellbeing Scrutiny Committee

A meeting of the Adults and Community Wellbeing Scrutiny Committee will be held on **Wednesday, 10 January 2018 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Tony McArdle', written over a horizontal line.

Tony McArdle
Chief Executive

Membership of the Adults and Community Wellbeing Scrutiny Committee (11 Members of the Council)

Councillors C E H Marfleet (Chairman), Mrs E J Sneath (Vice-Chairman), M T Fido, R J Kendrick, P M Key, Mrs J E Killey, Mrs C J Lawton, A P Maughan, C E Reid, M A Whittington and 1 Conservative Vacancy

**ADULTS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE AGENDA
WEDNESDAY, 10 JANUARY 2018**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the meeting of the Adults and Community Wellbeing Scrutiny Committee held on 29 November 2017	5 - 10
4	Chairman's Announcements	
5	Adult Care & Community Wellbeing 2017/18 Outturn Projection <i>(A report by Steven Houchin, Head of Finance, Adult Care and Wellbeing, in connection with the projected outturn of the Adult Care and Community Wellbeing budget for 2017/18)</i>	11 - 22
6	Adult Care & Community Wellbeing Budget 2018/19 <i>(A report by Steve Houchin, Head of Finance, Adult Care and Wellbeing, in connection with the Council's budget proposals for Adult Care & Community Wellbeing, 2018/19)</i>	23 - 28
7	Local Stop Smoking Service Procurement <i>(A report by Philip Garner, Health Improvement Programme Manager, which invites the Committee to consider a proposed decision on the re-procurement of Local Stop Smoking Service (LSSS))</i>	To Follow
8	Procurement and Contract Management Arrangements for Adult Care and Community Wellbeing <i>(A report by Alina Hackney, Head of Commercial and Procurement – People Services, Commercial Team, which presents an overview of the current contract management arrangements for Adult Care and Community Wellbeing within the Commercial Team. The report outlines the contract types and the activities of the Commercial Team)</i>	To Follow
9	Mosaic Update <i>(A report by Emma Scarth, Strategic Programme Lead for Mosaic, which provides an update on progress since the system went live in December 2016 and sets out the strategic direction for future developments)</i>	29 - 36
10	Adults and Community Wellbeing Scrutiny Committee Work Programme <i>(A report by Simon Evans, Scrutiny Officer, in connection with the Committee's work programme, which is reviewed at each meeting. Members are encouraged to highlight items that could be included for consideration)</i>	37 - 40

Democratic Services Officer Contact Details

Name: **Catherine Wilman**

Direct Dial **01522 553788**

E Mail Address catherine.wilman@lincolnshire.gov.uk

Please note: for more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting

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**ADULTS AND COMMUNITY
WELLBEING SCRUTINY COMMITTEE
29 NOVEMBER 2017**

PRESENT: COUNCILLOR MRS E J SNEATH (CHAIRMAN)

Councillors Mrs E J Sneath (Vice-Chairman), M T Fido, R J Kendrick, P M Key, Mrs J E Killey, Mrs C J Lawton, A P Maughan, C E Reid and M A Whittington

Officers in attendance:-

Samantha Francis (Quality and Development Manager, Business Improvement Team), Glen Garrod (Executive Director of Adult Care and Community Wellbeing), Alina Hackney (Senior Strategic Commercial and Procurement Manager), Jane Mason (County Manager, Adult Care & Community Wellbeing), Tony McGinty (Interim Director of Public Health), Simon Evans (Health Scrutiny Officer), Catherine Wilman (Democratic Services Officer), Theo Jarratt (County Manager Performance, Quality and Development), Melanie Weatherley (Chair of Lincolnshire Care Association (LinCA)), Greg Rielly (Inspection Manager, Adult Social Care Directorate, Care Quality Commission) and David Spivey (Carers' Support Worker, Carers First)

24 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies were received from Councillor C E H Marfleet.

25 DECLARATIONS OF MEMBERS' INTERESTS

Councillor Mrs E J Sneath in the Chair.

No declarations were made.

**26 MINUTES OF THE MEETING OF THE ADULTS AND COMMUNITY
WELLBEING SCRUTINY COMMITTEE HELD ON 6 SEPTEMBER 2017**

RESOLVED

That the minutes of the meeting held on 6 September 2017 be approved and signed by the Chairman as a correct record.

**ADULTS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE
29 NOVEMBER 2017**

27 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLOR FOR ADULT CARE, HEALTH AND CHILDREN'S SERVICES AND EXECUTIVE DIRECTOR OF ADULT CARE AND COMMUNITY WELLBEING

The Executive Director of Adult Care and Community Wellbeing reported that the Council had been successful in recruiting a Director of Public Health, Professor Derek Ward, who would commence his role on 29 January 2018.

Thanks were expressed to Tony McGinty who had stepped up as Interim Director of Public Health.

The Council's Communications Officer informed the Committee that there would shortly be media coverage on the BBC of a serious case review undertaken by Lincolnshire Safeguarding Adults Board of a series of individual cases of financial exploitation of vulnerable adults in a Lincolnshire town. It had been the first thematic review of its type in the country.

28 HEALTH AND WELLBEING BOARD'S HOUSING, HEALTH AND CARE DELIVERY GROUP UPDATE

A report was considered that provided an update on the Housing, Health and Care Delivery Group (HHCDG) and the wider Housing for Independence (Hfi) work.

The vision for Hfi was evolving with the principal aim of integrating housing, health and care whilst supporting a vision for joined up services focussed on the individual. The aim of Hfi was to help residents remain at home for longer, and therefore, reduce the need for hospital and care admission to avoid unnecessary costs. Work streams included the Joint Strategic Needs Assessment (JSNA) and the modernisation of Disabled Facilities Grants (DFG's).

There was a discussion about people hoarding possessions and extraneous items in their homes. It was thought that there was no single organisation that had a mechanism for resolving hoarding issues. It was suggested the county hold a hoarding summit of relevant agencies to try and come up with a strategy. At which point, it was reported that North Kesteven District Council had recently approved a hoarding policy.

It was felt a reliance on social housing exclusively was not the solution and there was a need to rely more on private landlords.

It was reported that £5 million had been put into DFGs in 2017/18. However, there was a history of service users saying they'd been underfunded. Few authorities in Lincolnshire would say that there was sufficient demand and spending the money on more DFG's was not felt to be the solution.

It was reported that the DFG allotted to District Councils in recent years had risen from £2.26 million in 2013/14 to £5.8 million in 2017/18. It was noted that this funding

needed to be allocated through the Better Care Fund in counties with two tier authorities.

RESOLVED

That the progress made to date by the Health and Wellbeing Board's Housing, Health and Care Delivery Group be noted.

29 CARE QUALITY COMMISSION UPDATE

The Committee considered a report from the Care Quality Commission (CQC), which provided a position statement on the progress and themes coming out of the CQC's inspections of Adult Social Care services in Lincolnshire.

It had been highlighted in the report that the CQC was not subject to local authority scrutiny and the relationship was an informal one based on an understanding, trust and joint aspiration to improve services.

Greg Rielly, the CQC's Inspection Manager for Lincolnshire reported that since the last attendance at Adults Scrutiny Committee, the CQC's inspection methodology had changed and become more intrusive, including the inspection of hospital providers.

The ratings given to establishments after inspection were *Inadequate, Requires Improvement, Good and Outstanding*. In Lincolnshire 78% of establishments were rated as *Good*, with 21% as *Requires Improvement* and *Inadequate* and *Outstanding* at 1% each.

The CQC had recently put a new structure in place for regulatory breaches, so that if a provider was rated as *Requires Improvement* three times in a row, they would be struck off.

Of the individual criteria that had to be met during an inspection, *Safe and Well Led* seemed to be the hardest to meet. Also, on 1 November, a new criterion *How Caring?* would be introduced.

There was discussion regarding the workforce of each provider and the CQC's requirement for each to have a Registered Manager. There were currently 23 locations in Lincolnshire without a Registered Manager and failure to register a manager within 12 weeks could result in criminal enforcement and potentially a fine of £4,000 minimum.

Members sought clarification on the process to register a manager and it was explained that the process could take up to six weeks, following which there was every possibility that the registration could be refused on various grounds. In addition to this, managers sometimes left the provider, whilst registration was in progress.

ADULTS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE 29 NOVEMBER 2017

It was felt by some Councillors that failing to register or retain a manager was a vicious circle for providers. Special measures and penalties for not having one in place did not come with extra funding or support to help secure and retain one.

There was a question regarding the 82% of adult social care services originally rated as inadequate, which improved their rating following a re-inspection. Officers explained that the County Council undertook an interim site visit in between the CQC inspections, where they had a contract. If a provider was causing considerable concern, the Council would visit on a monthly basis. Low risk providers, performing well, qualified for an annual visit. There had also been additional inspections focussing on a particular issue, if the need arose. The CQC and the County Council continually communicated to share knowledge.

Officers reported that in Lincolnshire, most providers were small to medium enterprises, for which keeping on top of inspections from CQC, LCC and the NHS was not an easy job. Melanie Weatherley, the Chair of the Lincolnshire Care Association (LinCA) could offer support and help to providers if needed, on any aspect of the inspection process.

RESOLVED

That the information presented on the themes arising from the CQC's inspections of Adult Social Care services in Lincolnshire to date, be noted.

30 2017/18 ADULT CARE AND COMMUNITY WELLBEING QUARTER 2 - THEMED PERFORMANCE REPORT: CARERS SERVICE

The Committee considered a report which provided a Quarter 2 position statement and narrative on performance measures relating to Carers' Services in Lincolnshire. Case Studies of carers' stories were attached to the report and Members commented that they found these very helpful in humanising the service offered by the Council.

A presentation was received from the Lincolnshire Carers' Service which incorporated Lincolnshire County Council, Serco and Carers First. The presentation covered the following points:

- Lincolnshire carers' survey;
- Survey of adult carers in England 2016/17;
- The carers' journey;
- What's included in the offer to carers;
- Carers First outcomes;
- Carers Direct Payments: numbers of awards;
- Carers Direct Payments: average spend;
- Figures for young carers, compared to adult carers;
- Carers First collaboration with ULHT;
- Quality assurance;
- Going forward – 2017-2019.

The following comments made during the presentation were noted:

- There were 1174 young carers registered in the county aged between 5 and 19 years. They were often identified when the person they cared for received an assessment. There was a team within Children's Services which oversaw the care of young carers and schools were also kept informed. There were other areas of support through faith groups and clubs;
- The cared for were always welcome to attend carer activity and support groups with their carers. However, carers often wanted to go to groups on their own as respite. If the person cared for did not want to be left alone, the carer's personal budget could be used to pay for someone to attend them;
- The Workplace Pension for carers was currently being researched. Most Job Centres had a trained member of staff to help carers to get jobs as well as help with education needs for young carers;
- There would always be unidentified carers, because many people did not recognise themselves as being in such a role, but simply as caring for their loved one. This was where literature and information in public places, such as GPs' surgeries was helpful.

RESOLVED

That the report, presentation and comments made be noted.

31 ADULT CARE AND COMMUNITY WELLBEING LOCAL ACCOUNT 2016-17

Consideration was given to a report which provided a draft summary and full version of the Adult Care and Community Wellbeing Local Account 2016-17, which was a sector led improvement programme. The document included the Public Health sector.

The intention was to upload the summary report to the Adult Care's web pages on the County Council's website once its content and format had been agreed.

Members congratulated the authors on a very readable and approachable summary document. They felt the visual design of the summary was very good.

It was noted however, that some of the pages looked a little empty and would benefit from extra information as follows:

- Lincolnshire Carers Service – inclusion of case studies;
- Mental Health Services – inclusion of short term statistics as well as long term which were already included;
- Abbreviations needed explaining;
- The Managed Care Network was deserving of a mention.

**ADULTS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE
29 NOVEMBER 2017**

RESOLVED

1. That the Adult Care and Community Wellbeing Local Account 2016/17 summary document and full version be noted;
2. That the comments made and suggested amendments be noted.

32 LINCOLNSHIRE SAFEGUARDING BOARDS SCRUTINY SUB GROUP
UPDATE

The Committee considered an update from the Lincolnshire Safeguarding Boards Scrutiny Sub Group which included minutes from its meeting on 26 September 2017.

It was noted that the next meeting of the Sub Group would be on 15 January 2018, the minutes from which would be included on the agenda for this Committee at its February meeting.

RESOLVED

That the update and minutes be noted.

33 ADULTS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE
WORK PROGRAMME

A report was considered with provided the Committee with an opportunity to review its programme of work for the coming months.

It was noted that the following topics would be considered for a forthcoming meeting:

- Managed Care Network;
- Substance Misuse;
- Meet and greet with new Director of Public Health.

RESOLVED

That the work programme be noted with the inclusion of the noted additions.

The meeting closed at 12.30 pm

Open Report on behalf of Glen Garrod, Executive Director Adult Care and Community Wellbeing

Report to:	Adults and Community Wellbeing Scrutiny Committee
Date:	10 January 2018
Subject:	Adult Care & Community Wellbeing 2017/18 Outturn Projection

Summary:

The Adult Care & Community Wellbeing (AC&CW) net budget is £216.229m. Based on current information available to 31 October 2017 it is estimated that AC&CW will produce an underspend of £0.221m or 0.10% of the overall budget.

The increasing strategic importance of the Better Care Fund (BCF) has also meant that the impact to AC&CW now has to be reflected in service budgets.

Actions Required:

Adults and Community Wellbeing Scrutiny Committee is asked to note the budget outturn projection for 2017/18.

1. Background

AC&CW is now organised into five commissioning strategies, these being:

- Adult Frailty & Long Term Conditions
- Specialist Services (Mental Health, Autism and Learning Disability)
- Safeguarding Adults
- Carers
- Community Wellbeing

An analysis of the AC&CW budget and projected outturn for 2017/18 is illustrated below and includes the impact of the BCF. Based on current information available to 31 October 2017 it is estimated that AC&CW will produce an underspend of £0.221m or 0.10% of the overall budget of £219.789m

Adult Care & Community Wellbeing Total	Annual Budget	Spend to Date	Projected Outturn	Over/(Under) Spend	% Over/(Under) Spend
Adult Frailty & Long Terms Conditions (Service)	£ 106.359	£ 48.490	£ 106.180	-£ 0.179	0%
Adult Frailty & Long Terms Conditions (Infrastructure)	£ 14.676	£ 2.490	£ 14.103	-£ 0.573	-4%
Specilaist Adult Services	£ 62.114	£ 37.526	£ 62.256	£ 0.142	0%
Carers	£ 2.304	£ 0.792	£ 2.305	£ 0.001	0%
Safeguarding Adults	£ 3.656	£ 1.968	£ 3.825	£ 0.169	5%
Public Health	£ 27.121	£ 14.181	£ 27.340	£ 0.219	1%
Total	£ 216.229	£ 105.448	£ 216.008	-£ 0.221	-0.10%

In addition to this Adult Care also has a capital budget in 2017/18 of £3.66m.

The increasing strategic importance of the Better Care Fund (BCF) has meant that the impact to AC&CW now has to be reflected in service budgets, with a detailed exercise undertaken over the summer and autumn months to incorporate all schemes funded via the BCF into the AC&CW budget in 2017/18 onwards.

This reflects the fact that the BCF has a growing influence on how AC&CW pressures are funded in the Council with it being the only means in which the vast majority of pressures identified below will be funded over the next two years.

The report will look at each of these areas in turn.

2. Adult Frailty & Long Term Conditions (AF<C)

The Adult Frailty & Long Term Conditions strategy brings together Older People and Physical Disability Services as well as hosting the budgets for back office functions. This commissioning strategy aims to ensure that eligible individuals receive appropriate care and support that enables them to feel safe and live independently. Activities within this area include:

- Reablement and Intermediate Care
- Domiciliary Care
- Direct Payments
- Community Support
- Extra Care Housing
- Residential Care
- Dementia Support Services
- Assessment & Care Management and Social Work Service
- Adult Care Infrastructure

The current budget for this commissioning strategy is £121.034m.

a) Adult Frailty & Long Term Conditions - Service

The current budget for this element of the AF<C for 2017/18 is £106.359m, at this time it is considered that it will produce a small underspend of £0.179m or 0.17% of the total budget. For the purposes of this report the outturn is analysed separately between Older People Services and Physical Disability Services.

BCF funding totalling £12.750m has been allocated to AF<C (Service) funding a wide number of schemes including an element of the Lincolnshire Assessment and Reablement Service (LARS), market stabilisation schemes, trusted assessors and dementia family support services.

i. Older People Services

Direct Payments continues to see growth from 841 clients at the end of March to 1,147 clients by the end of October 2017 with the average cost per case totalling £6,924 per annum. The overspend for direct payments is projected to be in the region of £0.312m.

Home Support activity remains lower following the transition to Prime Provider Contracts, though there has been some growth. The underspend of £1.924m offsets overspends in Day Care and Direct Payments. There have been capacity payments agreed to assist providers and these are paid quarterly but this is funded from the BCF.

Long term residential care numbers are projected to be similar to 2016/17, approximately 1,300 new long term placements. Short Term Care for the second consecutive year is underspending, the new practices introduced in 2016/17 to ensure service users are not in STC in most cases over eight weeks is now fully embedded into the service and partially off sets the overspend in LTC. It is projected that there will be an overspend of £1.702m in residential budgets.

ii. Physical Disability Services

Budget pressures continue to grow especially in services delivered via Direct Payments. The budget was increased to allow for the pressures brought by Independent Living Fund (ILF) funding transferring and the grant that received enables this increase. 2017/18 has seen an 8.6% growth in numbers and the projected overspend is £1.300m. The average package is now costing £11,514 per annum.

Home Support has started to see some growth in hours and this is likely to show an overspend of £0.236m by the end of the financial year and Supported Living continues to grow and will be £0.230m overspent.

Residential/Nursing placements, the long term care placements are currently projected on target and an underspend of £0.044m on Short Term Care (STC).

iii. Other Budgets

Other budgets with AF<C (Service) include Intermediate Care Beds which are purchased via a block contract, Workforce Development and Training teams as well as the reablement service provided by Allied Healthcare and costs relating to the remaining in-house day care service in Stamford.

Analysis to end of October suggests that these areas will balance their budgets at the end of the financial year.

iv. Income

Direct Payment service user income is below target, currently only half of service users receiving a Direct Payment pay a service user contribution. The average contribution being £1,640 per year, the current shortfall is projected at £0.137m.

Direct Payment Audit income continues to exceed targets and it is projected to be £0.436m over target by the end of the financial year and this is with an allowance for bad debts.

Fairer Charging income is showing a considerable shortfall of £0.605m, this is largely due to a combination of financial assessment delays and reduced service demand which is reflected by the underspend in the expenditure budget of Home Support.

Residential and Nursing income is £0.480m over target and this reflects the activity in long term care. Debtor income which is largely related to income where property can be assessed on is currently on target. Quarter one debtor review was only partially completed at end of August with a priority given to deferred payments cases. Quarter two will combine any other debtor review cases that were not addressed in Quarter one due to resourcing issues in Serco.

Overall income for Older People is projected to be £0.611m over target.

b) Adult Frailty & Long Term Conditions (Infrastructure)

The infrastructure budget currently includes expenditure in relation to the Executive Director for AC&CW, along with individual Heads of Service costs as well as budgets for Policy and Service Development, Performance and Brokerage Teams.

The current budget for this element of the AF<C for 2017/18 is £14.676m, at this time it is considered that it will produce an underspend of £0.573m or 3.90% of the total budget. The budget has increased by £8.799m due to the transfer BCF funds into base budgets.

The current budget also includes an additional £0.646m which represents the 2016/17 1% carry forward that was approved by members earlier this year. As Adult Care continues to incur a number of both one off and new continuing pressures each year we also hold an unallocated expenditure budget within the Director's area to ensure these pressures can be met wherever possible. The 1% carry forward has been added to this budget.

Whilst there are a number of lines of expenditure already earmarked to be supported, it is anticipated at this stage of the year that approximately £0.430m of this budget will be unspent this financial year.

Agreed areas of additional spend for 2017/18 as at October 2017 include additional cost for business support, Children's carers, Mental Health resilience training and further commercial team support.

There are also small savings within the Quality Assurance team as staff vacancies are yet to be filled, but this has been taken up by the additional staff costs within the Brokerage team for the year.

There was also a transfer of £0.180m to Infrastructure from Business Support in the last year that related to CSC staff costs that have now been transferred to Serco. It is envisaged that the majority of this budget will be unspent this year and will form part of the Adult Care savings for the 2018/19 budget.

3. Specialist Adult Services

This commissioning strategy aims to ensure that eligible Adults with Learning Disability, Autism and/or Mental Health needs receive appropriate care and support that enables them to feel safe and live independently. Activities within this area include:

- Residential and Nursing Care
- Community Supported Living
- Homecare
- Direct Payments
- Day Services
- Respite Services
- Adult Supporting Adults
- Transport
- Assessment and Care Management and Social Work Service
- Section 75 agreement with Lincolnshire Partnership Foundation Trust for Mental Health Services

The current budget for this commissioning strategy is £62.114m, and at this time it is considered that it will produce a small overspend of £0.142m or 0.22% of the total budget. The budget includes a £9.395m allocation of BCF funds included in its base budget.

a) Learning Disability Services

The Adult Learning Disabilities service is administered via a Section 75 agreement between the Council and NHS commissioners in Lincolnshire. This is funded via a combination of Council funding, Clinical Commissioning Group (CCG) contributions and BCF income.

The total budget which also includes costs for the Council's in-house day care service for 2017/18 is £53.240m. Current estimates suggest that the budget will overspend by £0.142m.

Direct Payments are now projecting an overspend of £0.242m for the year. This increase is down to two reasons. Firstly, there was a higher than anticipated cost due to a large influx of new packages agreed during the summer months relating to

school and college leavers. Whilst we do build growth into the budget each year the new packages coming through this summer were more than in previous years.

We have also built in an estimate for the additional cost of the night rate payments that will affect clients who have direct payments who have Personal Assistants. However this has been partially offset by a number of de-commitments in this area.

Supported Living budgets are currently projected to overspend by £0.529m this year. There have been a number of changes to packages coming through panel in the last few weeks that have seen some large increases in the number of hours required. These have been over and above the growth already built into the budget so has caused a real pressure in this area.

Two new schemes are set to start later this year, once the financial impact of this is known it will be added into the projections. However, as we have already witnessed activity increased substantially more than anticipated in both 2015/16 and 2016/17, further work is ongoing to try to understand any potential budget pressure in this area for 2017/18.

Residential activity has seen an increase in new placements compared to the same time last year but with no service de-commitments. In addition to this the service has also incurred a further £0.150m of costs as a result of weekly fee increases. The outcome of these changes is a current projected overspend of £1.167m for Residential Care for this financial year.

Short Term Care is currently showing on target but this may increase for the cases that require services where Community Supported Living is not available.

Continuing Health Care (CHC) cases made on behalf of Lincolnshire Clinical Commissioning Groups (CCGs) are also expected to grow this year. CCGs contribute £11.400m to the Council as part of the S75 agreement. However CHC costs for 2017/18 are expected to be in the region of £12.543m. As a result the CCGs will commit an additional £0.500m as per the S75 risk share agreement to offset some of this additional cost.

Income is projected to outperform budgeted expectations by £1.400m, with increases in all areas with the exception of short term care income. The largest areas of growth are in non-residential income linked to the growth in Community Supported Living (CSL) costs.

Another significant area of growth is the increase in income from Lincolnshire CCGs (£0.500m) which occurs as a result of increases in NHS continuing healthcare costs that are described above.

b) Mental Health Services

The current budget for 2017/18 for Mental Health is £6.000m.

The Mental Health service is run on behalf of the Council by the Lincolnshire Partnership Foundation NHS Trust (LPFT) by way of a Section 75 agreement. Current reports from LPFT suggest an increase in services activity, however there is an expectation that LPFT budgets will remain on target in 2017/18.

4. Community Wellbeing

The current budget for Community Wellbeing is £27.121m.

Services are delivered as part of the Council's statutory obligation to improve the public health of local populations as per the conditions of the Public Health Grant, in addition there also a number of non-statutory services which the Council deliver.

Community Wellbeing services include:

- Health Improvement Prevention & Self-Management
- Public Health Statutory Services
- Wellbeing Service
- Sexual Health
- Housing Related Service
- Prevention & Treatment of Substance Misuse

Based on information received up to 31 October 2017 it is projected that this area will overspend by £0.219m this financial year with overspends in Wellbeing, Sexual Health services which have been partially offset by underspends in costs related to Public Health Statutory services.

The projected overspend in relation to Sexual Health Services (£0.113m) is due to an expected increase in out of county activity. However, there is currently an in-depth analysis taking place by the Public Health and Commercial team to compare the costs within all areas to ensure that these are consistent, as a result this the projection may change.

The Wellbeing Service overspend (£0.279m) is due to implementation of the Telecare services with a new provider; NRS and due in particular to additional work undertaken to ensure that phone line capacity required to deliver the service is sufficient to meet expected demand. There are also additional costs being paid to NRS for well-being call monitoring services compared to what is actually being charged to the service user.

These areas of overspend have been partially offset by an underspend in costs related to Public Health Statutory services, most notably from property savings following the vacation of The Avenue, along with savings made in relation to staffing vacancies for public health consultants and in the Health Protection Team.

5. Safeguarding Adults

The current budget for Safeguarding for 2017/18 is £3.656m, at this time it is considered that the Safeguarding budget will overspend by £0.169m.

The Safeguarding Adults strategy aims to protect an adult's right to live in safety, free from abuse and neglect. The service works both with people and organisations to prevent and stop both the risks and experience of abuse and neglect, ensuring that an adult's wellbeing is being promoted.

The Lincolnshire Safeguarding Adults Board discharges its function to safeguard adults on a multi-agency basis. This is led by an Independent Chair.

Work is currently ongoing to reduce the backlog of Deprivation of Liberty Safeguarding (DoLS) assessments and reviews that have built up over the last two years due to a sudden increase in demand following the 'Cheshire West' Judgement.

The staffing budget is currently projecting an overspend of £0.058m across the four areas of the Safeguarding budget. Whilst the main Safeguarding team are currently looking to underspend their budget by £0.031m, Mental Health Capacity team costs are currently showing a pressure of £0.030k against the £0.310m budget and the Emergency Duty Team (EDT) are also projected to overspend by £0.059m.

Other areas of overspend include budgets for agency and temporary workers across three areas of the Safeguarding budget. This is due to continuing pressures in the Mental Health Capacity team to ensure that all Best Interest Assessments and Reviews are completed on time and all backlogs are reduced significantly.

The Council also has a contract with Lincolnshire Partnership Foundation Trust (LPFT) for 'Best Interest Reviews' for our Mental Health clients. Due to budget and staffing pressures in the early part of the last financial year there was a backlog of assessments still to be completed at the end of the year.

As a result of a plan agreed between the Council and LPFT additional budget was allocated to ensure LPFT had sufficient funds to clear as many assessments and reviews as they could. Unfortunately LPFT are currently behind schedule in their assessments and review targets and are therefore underspending against the budget.

This shortfall has been discussed at the Mental Health Governance Board and we have had assurances from LPFT that this will be caught up in the second half of the financial year.

6. Carers

The current budget for Carers for 2017/18 is £2.304m.

The Carers Strategy aims to prevent or delay ongoing care needs by supporting adult carers so they are able to sustain their caring role, reducing the need for costly services in primary and acute care, and long term social care.

The strategy is also responsible for services provided to young carers helping to prevent inappropriate caring, helping to reduce the negative impact on the child's wellbeing and development by ensuring adequate support for the adult and to support the child to fulfil their potential.

There was an 11% increase in the number of carers receiving services from the Lincolnshire Carers Service during 2016/17. During the first year Carers FIRST has promoted a focus on early identification and support of carers providing a wide range of services including carers universal support services, community networks,

information and advice as well as statutory assessments. This has been delivered within the allocated budget.

7. Better Care Fund

The Lincolnshire Better Care Fund (BCF) is a framework agreement between Lincolnshire County Council and the four Lincolnshire Clinical Commissioning Groups (CCGs) and looks to pool funds from those organisations to help support the national and local objective of closer integration between the Council and the CCGs.

The total pooled amount in 2017/18 is £226m and includes £54.817m that was allocated to the Lincolnshire BCF from the Department of Health.

In 2018/19 the total pooled fund will be in the region of £235m with £56.165m being the national allocation to the Lincolnshire BCF. Allocations for 2019/20 are still to be determined although it is anticipated they will be of a similar value to 2018/19.

Lincolnshire's fund is one of the largest in the country and includes pooled budgets for Learning Disabilities, Children and Adolescent Mental Health Services (CAMHS) and Community Equipment plus 'aligned' Mental Health funds from the County Council and the four Clinical Commissioning Groups (CCGs).

In addition to the continuation of existing pooled funds, there are a number of other funding streams, these increases result from:

- Inflationary increases in CCG funding, and as a result in the CCG funding for the Protection of Adult Care Services.
- The addition of the iBCF funding that was announced in the Chancellor's November 2015 budget totalling £2.105m in 2017/18.
- The announcement of iBCF Supplementary funding in the Chancellor's March 2017 budget. This provides an additional £15.265m in 2017/18.

There is a requirement to ensure that the funding has a positive impact on performance in the areas of Delayed Transfers of Care and Non-Elective Admissions. This has been reflected in our plans with NHS colleagues and thus in the two year BCF Plan.

The resulting Narrative Plan and the related Planning Templates for the two years 2017-2019 were submitted to NHS England on in September 2017 and approved without conditions on 30 October 2017.

Work has recently been completed between the Council and the Lincolnshire CCGs to agree the overarching Framework Agreement within a mandated deadline of 30 November. The agreements were signed by all partners on 29 November 2017.

8. Capital

AC&CW revised its Capital Strategy and Investment Plan in 2016/17 as part of a renewal of its commitments to infrastructure developments. The plan (shown below) is designed to meet the changing needs of AC&CW over time, but must also recognise that the plan has specific benefits for other commissioning strategies and partners outside of the authority.

Current Capital Projects	2017/18	2018/19	Total
Extra Care Housing	£ 2,500,000	£ -	£ 2,500,000
Telecare	£ 250,000	£ 250,000	£ 500,000
DFG's	£ 500,000	£ 500,000	£ 1,000,000
Day Care Modernisation	£ 200,000	£ -	£ 200,000
EMAS Vehicle	£ 16,000	£ -	£ 16,000
Total	£ 3,466,000	£ 750,000	£ 4,216,000

Information received to date suggests that the full allocation of funding for Telecare will be utilised this year. Capital allocations in respect of Day Care Modernisation will also be utilised.

Colleagues from the Corporate Property Team are continuing to scope options for the development of the Extra Care Housing Strategy with funding being used as a means to encourage development of new schemes in the county.

Funding for Disabled Facilities Grant (DFG) is an annual allocation that is provided for business cases asking to fund large scale adaptations to homes in order to ensure individuals are able to maintain their independence in the long term delaying the need for additional placements into Residential and Nursing homes. As such business cases are assessed on a case by case basis and to date none have been received this year.

In addition to this £0.016m has also been allocated in 2017/18 towards purchasing an additional East Midlands Ambulance Service vehicle in partnership with the CCGs and LPFT.

9. Conclusion

The Adult Care and Community Wellbeing outturn is projected to be £216.008m, producing an underspend of £0.211m. This being the case it would be the sixth year in succession that Adult Care & Community Wellbeing has been able to live within its budget allocation.

10. Consultation

a) Policy Proofing Actions Required

n/a

11. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Steven Houchin, who can be contacted on 01522 554293 or steven.houchin@lincolnshire.gov.uk.

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Open Report on behalf of Glen Garrod, Executive Director Adult Care and Community Wellbeing

Report to:	Adults and Community Wellbeing Scrutiny Committee
Date:	10 January 2018
Subject:	Adult Care & Community Wellbeing Budget 2018/19

Summary:

This report describes the Council's budget proposals for Adult Care & Community Wellbeing (AC&CW).

This report describes the basis on which proposals have been developed and their impact on services.

Actions Required:

Adults and Community Wellbeing Scrutiny Committee is asked to note and provide comments in relation to the proposed AC&CW budget set out in this paper.

1. Background

This report sets out a two year financial plan for revenue budgets to take the Council to the end of the four year funding deal from government. This is the first time in four years the Council has been able to develop budget plans for more than the next financial year.

The Council continues to face significant reductions in government funding, growing cost pressures from demand led services such as adult and children's social care, waste disposal and the Council's responsibility to pay staff and some contractors the National Living Wage.

Uncertainty around government funding beyond the four year funding deal (which runs from 2016/17 to 2019/20) means the Council does not consider it practicable, at present, to develop sustainable long term financial plans into the next decade.

In developing its two year financial plan the Council has considered all areas of current spending, levels of income and council tax plus use of one off funding (including use of reserves) to set a balanced budget.

All areas of service expenditure have been reviewed to identify cost pressures which must be funded and savings which can be made, through efficiencies and by

reducing the level of service provided. The Council remains aware of its high priority areas, but no service has been exempted from helping the Council to deliver its savings target. These high priority areas are:

- Safeguarding children and adults;
- Maintaining and developing highways and infrastructure;
- Managing flood risks;
- Supporting communities to support themselves; and
- Fire and rescue services.

Adult Care & Community Wellbeing (AC&CW)

Adult Care & Community Wellbeing is organised into five commissioning strategies, these being:

- Adult Frailty & Long Term Conditions
- Specialist Services (Mental Health, Autism and Learning Disability)
- Community Wellbeing
- Safeguarding Adults
- Carers

The Adult Care budget is set in the context of increasing demographic and cost pressures related to service provider fee increases in order to accommodate the increasing cost of employment as a result of the National Living Wage and 'sleep-in' rates. The Council is currently in the process of reviewing fees which will have an impact for the next three years with the challenge of ensuring that the financial impact of any increases are set within the available budget and remove the risk of the Council having to use its own budget.

The increasing strategic importance of the Better Care Fund (BCF) has meant that the impact to AC&CW now has to be reflected in service finances, with a detailed exercise recently undertaken to incorporate all schemes funded via the BCF into the AC&CW budget. This reflects the fact that BCF has a growing influence on how AC&CW pressures are funded in the Council with it being the only means in which the vast majority of pressures identified below will be funded over this budgeting period.

Revenue budgets for AC&CW in 2018/19 and 2019/20 are shown in TABLE 1 below together with the actual comparison for 2017/18.

TABLE 1: Adult Care & Community Wellbeing Revenue Budget

Commissioning Strategy Revenue Budgets	2017/18 £m	2018/19 £m	2019/20 £m
Adult Frailty & Long Term Conditions	120.296	120.598	122.123
Adult Specialties	62.114	65.510	68.259
Community Wellbeing	27.131	27.152	29.992
Adult Safeguarding	4.146	4.167	4.189
Carers	2.304	2.464	2.389
Total Net Budget	215.991	219.891	226.952

The report will look at each of these areas in turn.

a) Adult Frailty & Long Term Conditions

The proposed budget for this commissioning strategy is £120.598m in 2018/19 and £122.123m in 2019/20.

The Adult Frailty & Long Term Conditions strategy brings together Older People and Physical Disability services as well as hosting the budgets for back office functions. This commissioning strategy aims to ensure that eligible individuals receive appropriate care and support that enables them to feel safe and live independently.

The Adult Frailty and Long Term Conditions strategy is proposing to make savings of £6.471m in 2018/19 and £5.007m in 2019/20. Within this strategy there are also proposed cost pressures of £6.639m in 2018/19 and £6.397m in 2019/20.

Of the total savings identified in 2018/19 £5.398m reflect the removal of non-recurrent schemes funded via the BCF in 2017/18 and to reflect a reduction in the minimum expected CCG BCF contribution. The remaining £1.073m is a result of increased income derived from increases in service user contributions (£0.853m) and the removal of unallocated budgets (£0.220m).

2019/20 savings also relate to the removal of non-recurrent schemes funded via the BCF in 2018/19 (£4.635m) and increases in income derived from increases in service user contributions (£0.372m).

Cost pressures funded in 2018/19 and 2019/20 relate to increased demographic growth and additional pressure on provider unit costs brought about by increases in the National Living Wage, largely impacting upon residential and community based services.

b) Adult Specialties

The proposed budget for this commissioning strategy is £65.510m in 2018/19 and £68.259m in 2019/20.

This commissioning strategy aims to ensure that eligible Adults with Learning Disability, Autism and/or Mental Health needs receive appropriate care and support that enables them to feel safe and live independently.

Services delivering support for those with a learning disability and those with a mental health condition are done so via separate Section 75 agreements between the Lincolnshire Clinical Commissioning Groups (CCGs) and Lincolnshire Partnership Foundation Trusts (LPFT) respectively.

The Adult Specialities strategy is proposing to make savings of £0.647m in 2018/19 and £2.656m in 2019/20. Within this strategy there are also proposed cost pressures of £3.994m in 2018/19 and £5.354m in 2019/20.

Of the total savings identified in 2018/19 £0.547m is a result of increased income derived from increases in service user contributions (£0.227m) and the removal of one off BCF funds (£0.320m). £0.100m relates to reduction in waking nights and

sleep in costs via the increased use of assistive technology in service users homes.

Pressures funded in 2018/19 and 2019/20 relate to increased demographic growth and additional pressure on provider unit costs brought about by raises in the National Living Wage for residential and community based services.

An element of the cost pressures for the Adult Frailties and Adult Specialities strategies relates to an increase in contract costs for Social Care Transport services, which have a direct relationship to national living wage levels. There are proposed cost pressures of £0.075m in both financial years to meet the Council's obligation to pay staff and some contractors the central government set national living wage.

c) Community Wellbeing

The proposed budget for this commissioning strategy is £27.152m in 2018/19 and £29.992m in 2019/20.

Services are delivered as part of the Council's statutory obligation to improve the public health of local populations as per the conditions of the Public Health Grant, in addition there are also a number of non-statutory services which the Council deliver.

The Wellbeing Strategy is proposing to make savings of £0.181m in 2019/20 (there are no savings proposed for 2018/19). Savings identified in 2019/20 are based on assumed savings following a proposed redesign and procurement of housing related support services.

d) Safeguarding Adults

The proposed budget for this commissioning strategy is £4.167m in 2018/19 and £4.189m in 2019/20.

The Safeguarding Adults strategy aims to protect an adult's right to live in safety, free from abuse and neglect. The service works both with people and organisations to prevent and stop both the risks and experience of abuse and neglect ensuring that an adult's wellbeing is being promoted.

The Lincolnshire Safeguarding Adults Board discharges its function to safeguard adults on a multi-agency basis. This is led by an Independent Chair.

The Adult Safeguarding strategy is proposing to make savings of £1.000m related to Deprivation of Liberty Safeguards in 2019/20 (there are no savings proposed for 2018/19). Within this strategy there are also proposed cost pressures of £0.006m in 2018/19 and £1.006m in 2019/20.

The recent increase in investment within this strategy is as a direct result of the Cheshire West ruling in March 2014 with regards to Deprivation of Liberty Safeguards (DoLs). The assumption has always been that legislation would be passed that would significantly mitigate the impact of the ruling from 2019/20 onwards, however the impact of the recent General Election has meant that such legislation is now less likely to be implemented quickly and as such it is prudent to assume that current levels of activity will now continue beyond 2019/20.

e) **Carers**

The proposed budget for this commissioning strategy is £2.464m in 2018/19 and £2.389m in 2019/20.

The Carers Strategy aims to prevent or delay ongoing care needs by supporting adult carers so they are able to sustain their caring role, reducing the need for costly services in primary and acute care, and long term social care.

The strategy is also responsible for services provided to young carers helping to prevent inappropriate caring, helping to reduce the negative impact on the child's wellbeing and development by ensuring adequate support for the adult and to support the child to fulfil their potential.

The Carers strategy is proposing to make savings of £0.415m in 2018/19 and £0.075m in 2019/20. Within this strategy there are also proposed cost pressures of £0.575m in 2018/19. Both result from additional non recurrent BCF funding and then the subsequent withdrawal of those funds in the following year.

f) **Better Care Fund**

The Lincolnshire Better Care Fund (BCF) is a framework agreement between Lincolnshire County Council and the four Lincolnshire Clinical Commissioning Groups (CCGs) and looks to pool funds from those organisations to help support the national and local objective of closer integration between the Council and the CCGs. The total pooled amount in 2017/18 was £226m which includes £54.817m that was allocated to the Lincolnshire BCF from the Department of Health. In 2018/19 the total pooled fund will be in the region of £235m with £56.165m being the national allocation to the Lincolnshire BCF. Allocations for 2019/20 are still to be determined although it is anticipated they will be of a similar value to 2018/19.

Lincolnshire's fund is one of the largest in the country and includes pooled budgets for Learning Disabilities, Children and Adolescent Mental Health Services (CAMHS) and Community Equipment plus 'aligned' Mental Health funds from the County Council and the four CCGs.

In addition to the continuation of existing pooled funds, there are a number of other funding streams, these increases result from:

- Inflationary increases in CCG funding and as a result in the CCG funding for the Protection of Adult Care Services;
- The addition of the iBCF funding that was announced in the Chancellor's November 2015 budget totalling £42.126m over three years (£14.249m in 2018/19 and £25.771m in 2019/20); and
- The announcement of iBCF supplementary funding in the Chancellor's March 2017 budget. This provides an additional £28.985m in three years (£9.607m in 2018/19 and £4.111m in 2019/20)

There is a requirement to ensure that the funding has a positive impact on performance in the areas of Delayed Transfers of Care and Non-Elective

Admissions. This has been reflected in our plans with NHS colleagues and thus in the two year BCF Plan.

The resulting Narrative Plan and the related Planning Templates for the two years 2017- 2019 were submitted to NHS England on in September 2017 and approved without conditions on 30 October 2017.

The BCF is governed via a framework agreement between the Council and the Lincolnshire CCGs ('The Partners'). This agreement, delivered via a Section 75 agreement sets out the terms on which the Partners have agreed to collaborate in order that they can secure the future position of health and social care services over the two years that the plan is in place.

g) Capital

Adult Care continues to revise its Capital Strategy and Investment Plan for 2018/19 as part of a renewal of its commitments to infrastructure developments.

AC&CW is able to call significant Capital reserves (£13.410m as at 1 April 2017) from social care capital grant allocated in previous years to invest in areas which it sees as having the maximum effect in meeting the changing needs of services over time.

Areas of investment over the next three years will include up to £10.3m in the delivery of new Extra Facilities across the County along with ongoing investment in areas such as a continuation of the day care modernisation programme and the developing countywide housing strategy.

2. Conclusion

The Adult Care and Community Wellbeing budget proposals reflect the level of government funding available to the Council. They are based on a thorough and comprehensive review of the services delivered. The budget proposals therefore aim to reflect the Council's priorities whilst operating with the resources available to it.

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Steven Houchin, who can be contacted on 01522 554293 or steven.houchin@lincolnshire.gov.uk.

Open Report on behalf of Glen Garrod, Executive Director of Adult Care and Community Wellbeing

Report to:	Adults and Community Wellbeing Scrutiny Committee
Date:	10 January 2018
Subject:	Mosaic Update

Summary:

The Mosaic system is probably the largest and most critical of all Council systems, underpinning activity and information for services that the Council provides to vulnerable children and adults. This report provides an update on progress since the system went live in December 2016 and sets out the strategic direction for future developments.

Actions Required:

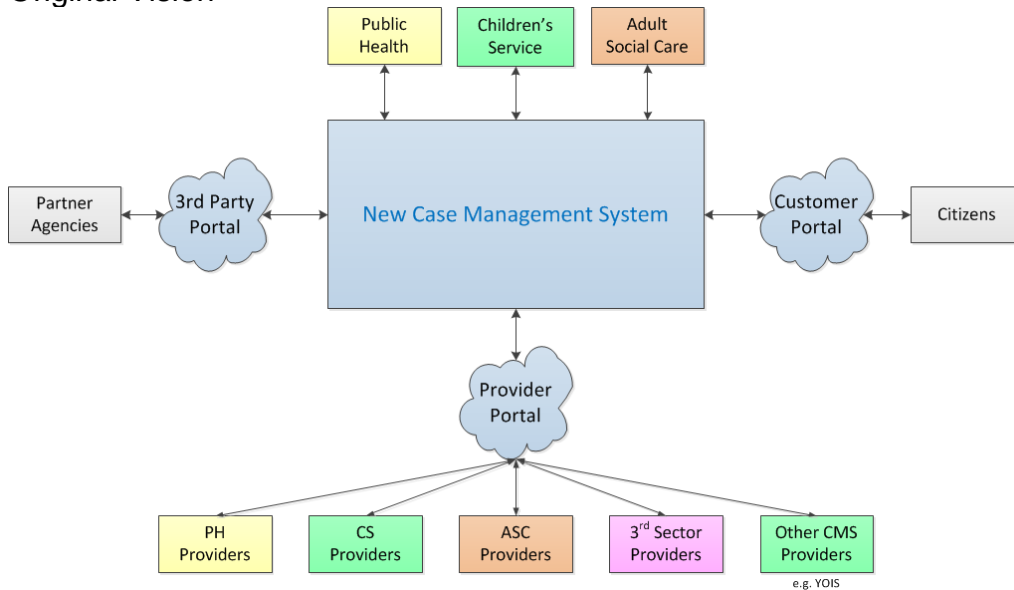
The Adults and Community Wellbeing Scrutiny Committee is requested to consider and comment on the report.

1. Background

Adults and Children's Services implemented a new case management system, Mosaic, in December 2016. The previous system was outdated and no longer fit for purpose, with limited development and investment by the provider and the Council for a number of years. The provider of AIS/ICS (the previous social care system) has now withdrawn from the social care market. The Council had not upgraded or developed AIS/ICS for approximately five years prior to Mosaic go-live. Mosaic as a system is fundamentally different to the systems it has replaced in that they were in the main retrospective data collection systems, whereas Mosaic is workflow based and manages cases in a live setting.

The Council set out to deliver a multi-agency fully integrated case management system across children, adult and public health services and replace not only AIS/ICS but a number of smaller systems

Original Vision



Current Status



Mosaic as a case management system went live on 12 December 2016 with the case management element for children's and adult services and some elements of public health (telecare and wellbeing). The provider, customer and third party portals remain undelivered by the supplier, albeit, alternative provision has been made for partner agencies to use Mosaic. It is anticipated that the portal technology will be available during 2018.

Importantly, the number of users of Mosaic has increased to 2300 compared to 1400 users of AIS and ICS and continues to increase as new services are brought on board. It is anticipated that by March 2018 there will be over 2800 users of Mosaic across Lincolnshire, double the number of users compared to the previous case management system. This includes a number of external partners, for whom data sharing agreements have been developed, to enable better partnership working for individuals.

The AIS and ICS systems were used almost entirely for social care activity by children's and adult services, with multiple databases and spreadsheets managing other activity. Mosaic now covers a much broader range of services than AIS/ICS including:

Children's Services	Adult Care and Community Wellbeing
Children's Residential Homes	Reablement Service (Allied Care)
Post Residential Support	Mental Health Social Care (Lincolnshire Partnership NHS Foundation Trust)
Short Term Breaks	Carers First
Early Help (limited)	Adults Safeguarding
Early Support Care Co-ordination	Telecare
SAFE / Child Sexual Exploitation	Fire and Rescue (Home Safety Checks and Hoarders)
Youth Homeless Support	Deprivation of Liberty Safeguards
Early Years Specialists and Early Years Teachers	Court of Protection
Team around the Child (TAC) and TAC Monitoring	Appointeeship
Leaving Care (Barnardo's)	Protection of property
Missing Child	Brokerage
Supported Lodgings	Direct Payments
Fire and Rescue – (Home Safety Checks, Fire Setter Intervention and Hoarders)	Maximising Independence
Adoption (limited recording on ICS)	Independent Visitor
Post adoption support	Need to Know process
Foster Carers and Adopters	Family Group Conferencing
Step Parent Adoption	
Private Fostering	
Connected Persons	
Corporate Appointeeship	
Savings and Investment Monitoring	
Special Educational Needs and Disability	
Education Legal Services	
Elective Home Education	
Child Missing Education	
EMTET (Ethnic Minority and Traveller Education Team)	
Pupil Reintegration	

Children's Services	Adult Care and Community Wellbeing
Specialist Teachers	
Virtual Schools	
Sensory Education Support	
Young People into learning and employment	
Education Psychology	
Early Years Services (including Inclusion Funding and supported childcare)	
Child Employment and performance licences (several workflows)	
Several Finance workflows and Transport Arrangements	

There are over 100 different workflows across children's and adult services compared to less than 20 in historic systems.

This has begun to deliver the vision of understanding and managing information about individuals in one place, however, this does require a greater development and support resource to train, support and keep pace with service and legislative changes. There remains further development activity to deliver the Council's vision of a multi-agency fully integrated case management and finance system, and in satisfying national policy.

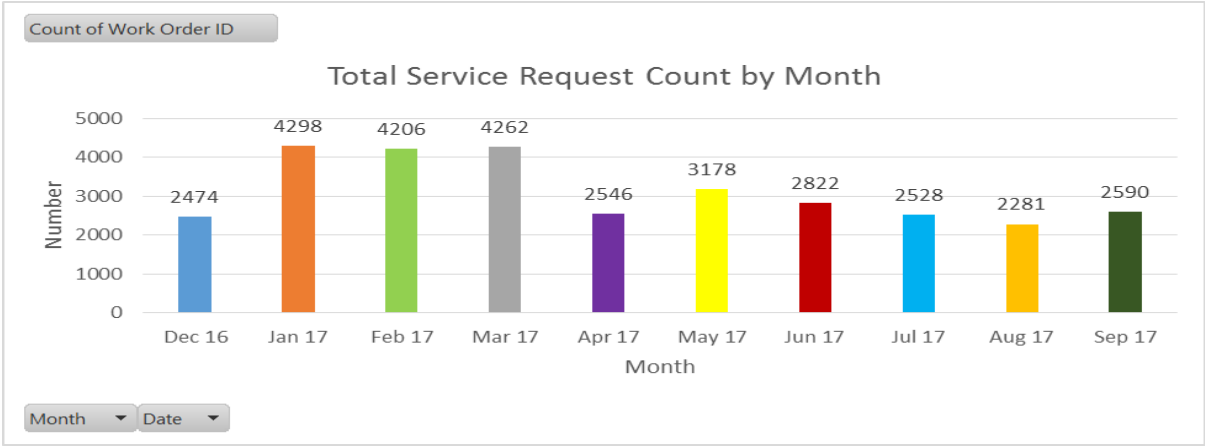
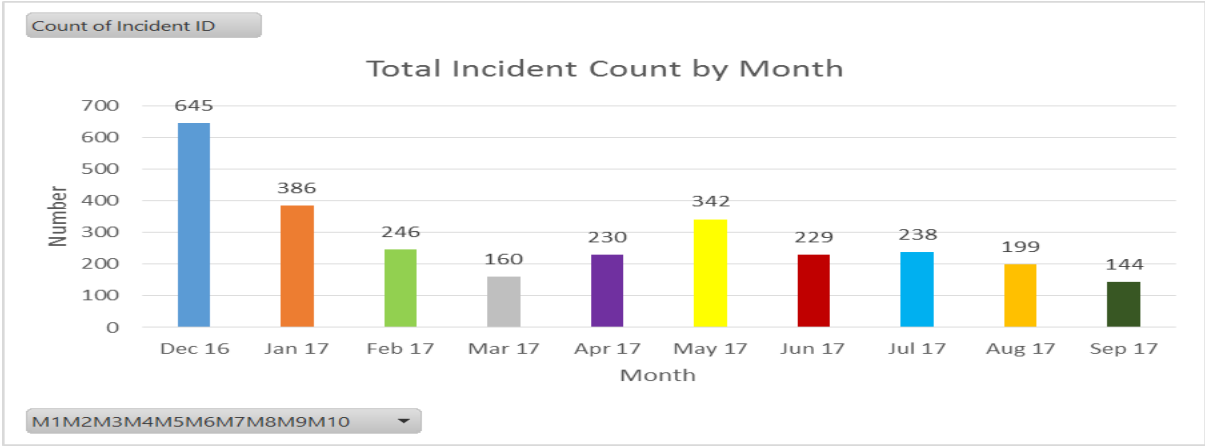
Current Position

There remained significant remedial activity required following go-live. Serco had not accepted the service into live running and were only supporting Mosaic on a 'best endeavours' basis. There was a real possibility of the Council and Serco entering a formal dispute process over roles and responsibilities for Mosaic.

The Council commissioned an independent review by Cap Gemini of the Mosaic implementation programme. The review identified some significant remediation work and made 83 recommendations, the majority of which were accepted by the Council and Serco. These included significant concerns regarding the lack of key documentation to enable Serco to manage the service eg Instance Management, Testing Strategy, Low Level Design. There were also outstanding concerns regarding data migration approach, hosting and infrastructure and data security.

Following the independent review the Council and Serco developed a joint action plan to address the recommendations resulting in 25 high level items for completion. A Mosaic Remediation Board has been formed with senior representation from the Council and Serco and to date 21 out of 25 actions have been completed, two are likely to be completed in the next month. The remaining two are with Servelec as the provider of Mosaic and significant pressure is being applied to ensure these are progressing. As such significant progress has been made in resolving outstanding and overdue activity following go-live.

As expected there was a significant spike in calls to the Serco helpdesk once Mosaic went live. The volume of incidents (where something is not working or broken in the system) continue to reduce month on month and service requests (e.g request for access, record deletion, change etc) have stabilised. The volumes do remain significantly higher than with AIS/ICS (average of 1400 per month), however this is largely due to the increased number of users utilising Mosaic – the average per person remains static at around one call per user per month.



All stabilisation work is now complete, with all initial build changes completed and all training material reviewed and refreshed.

However, the finance modules of Mosaic have not yet been implemented, the initial programme plan was to go-live with finance eight weeks post go-live. It became apparent that this was entirely undeliverable. The finance build within Mosaic at go-live was not fit for purpose with significant discrepancies between the payments on the existing finance systems and Mosaic (variance ranged between 20-70%). The finance build within Mosaic was entirely led by an external consultant, who has now been replaced by internal resources, good progress is being made but there is further work to do. A programme is now in place to review and validate all payments on Mosaic. A finance governance Board has been formed for the finance implementation which will recommend to the Corporate Management Board (CMB)

when the system is ready for implementation. The go-live of finance is also now dependent on the upgrade to Agresso 6 and therefore it is likely that this will not take place until summer 2018 at the earliest.

At the point of go-live Mosaic 5.12 was the latest version of Mosaic available, however, due to the delays in implementation Lincolnshire County Council went live with version 5.9. An upgrade programme was implemented in April 2017, with version 5.12 going live in August 2017 and 5.14 in November 2017. It is vital that we continue to upgrade and maintain Mosaic in a timely manner to ensure the system remains relevant and compliant with current legislation.

Future development plans

With most of the critical and necessary remediation work completed resources are increasingly being redirected to a development programme.

The next steps in the Mosaic Development Programme include:

- Development of a customer portal (allows customers and carers to access records online and self-refer)
- Development of practitioner portal (allows practitioners to access live customers records via the internet)
- Development of provider portal (allows commissioned services to send and receive information via Mosaic)
- Child Protection Information System (linking up to NHS and other authority records)
- Care Portal for Adult Care (linking up to NHS information systems)
- Implementation of Mosaic financial modules and decommissioning existing finance systems (dependent on Agresso 6 upgrade)
- Further 'On boarding' of external services e.g. Sensory Impairment Service, Youth Offending Service, continued work with Fire and Rescue
- Future development of public health service, further integration of adult care and public health service, re-procurement of Wellbeing Service, potential use of Mosaic for District Councils to record Disabled Facilities Grants, potential replacement of existing Housing Related Support system (The Avenue)
- Ongoing review of all existing workflows within Mosaic to ensure that they are optimised and delivering efficient pathways for customers and practitioners
- Identifying and delivering new functionality within Mosaic eg Group recording for Children's Services
- Upgrade to system twice per annum, with one major and one minor upgrade

2. Conclusion

Significant progress has been made since go-live in stabilising the Mosaic platform and resolving a number of critical remediation activities. The relationship between Serco and Lincolnshire County Council in supporting Mosaic is much improved and

the teams remain co-located, working closely together to prioritise activity. The activity and number of users has begun to deliver a step change in our understanding of vulnerable people who use services across Lincolnshire; however there is more work to do to realise the full potential of Mosaic across Adult Care and Community Wellbeing, Children's Services and relevant partner organisations. The next 12 months activity will focus on the development programme to deliver the Council's vision of a multi-agency fully integrated case management system across, adult and public health services. The Servelec roadmap for the coming years also brings further potential benefits with portal and additional mobile technology in development.

3. Consultation

a) Have Risks and Impact Analysis been carried out??

No

b) Risks and Impact Analysis

Not applicable.

4. Background Papers

No background papers within Section 100D of the Local Government 1972 were used in the preparation of this report.

This report was written by Emma Scarth, Strategic Programme Lead for Mosaic, who can be contacted on 01522554224 or emma.scarth@lincolnshire.gov.uk.

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**Open Report on behalf of Richard Wills,
Director Responsible for Democratic Services**

Report to:	Adults and Community Wellbeing Scrutiny Committee
Date:	10 January 2018
Subject:	Adults and Community Wellbeing Scrutiny Committee Work Programme

Summary:

This item enables the Committee to consider its work programme, which is reviewed at each meeting. Members of the Committee are encouraged to highlight items that could be included for consideration.

Actions Required:

The Committee is invited to review, consider and comment on the work programme; and highlight any additional scrutiny activity which could be included for consideration in the work programme.

1. Background

The content of the Committee's work programme is set out below: -

10 January 2018 – 10.00am	
<i>Item</i>	<i>Contributor(s)</i>
Adult Care & Community Wellbeing 2017/18 Outturn Projection	Steve Houchin, Head of Finance, Adult Care and Community Wellbeing
Adult Care & Community Wellbeing Budget 2018/19	Steve Houchin, Head of Finance, Adult Care and Community Wellbeing
Local Stop Smoking Service – Procurement (Pre-Decision Scrutiny – Decision Date: Between 12 January and 19 January 2017)	Philip Garner, Health Improvement Programme Manager
Procurement and Contract Management Arrangements for Adult Care and Community Wellbeing	Alina Hackney, Head of Commercial and Procurement – People Services, Commercial Team

10 January 2018 – 10.00am	
<i>Item</i>	<i>Contributor(s)</i>
Mosaic Update	Emma Scarth, Strategic Programme Lead, Mosaic

14 February 2018 – 10.00am	
<i>Item</i>	<i>Contributor(s)</i>
2017/18 Adult Care and Community Wellbeing Quarter 3 Performance	Theo Jarratt, County Manager, Performance Quality and Information
Residential and Nursing Care Fee Levels - Adult Care	Steve Houchin, Head of Finance, Adult Care and Community Wellbeing
Homecare Contracts	Alex Craig, Commercial & Procurement Manager - People Services
Lincolnshire Safeguarding Boards Scrutiny Sub-Group Minutes - 15 January 2018	Democratic Services

11 April 2018 – 10.00am	
<i>Item</i>	<i>Contributor(s)</i>
Annual Report of the Director of Public Health	Director of Public Health
Managed Care Network	Jane Marshall, Director of Strategy and Performance, Lincolnshire Partnership NHS Foundation Trust Lorraine Graves, Commissioning Manager.

30 May 2018 – 10.00am	
<i>Item</i>	<i>Contributor(s)</i>
2017/18 Adult Care and Community Wellbeing Quarter 4 Performance	Theo Jarratt, County Manager, Performance Quality and Information
Adult Care and Community Wellbeing - Budget Outturn Report	Steve Houchin, Head of Finance, Adult Care and Community Wellbeing

30 May 2018 – 10.00am	
<i>Item</i>	<i>Contributor(s)</i>
Lincolnshire Safeguarding Boards Scrutiny Sub-Group Minutes - 16 April 2018	Democratic Services

4 July 2018 – 10.00am	
<i>Item</i>	<i>Contributor(s)</i>

5 September 2018 – 10.00am	
<i>Item</i>	<i>Contributor(s)</i>
Lincolnshire Safeguarding Boards Scrutiny Sub-Group Minutes - 9 July 2018	Democratic Services

Potential Items for Inclusion in Work Programme

- Transforming Care – Learning Disabilities.
- National Carers Strategy
- The Role of Community Hospitals in the Health and Care System.
- Joint Commissioning Arrangements.
- Telecare – General Overview of Provision
- Telehealth – NHS Provision
- Health Promotion
- Alcohol Harm and Substance Misuse Services

2. Conclusion

Members of the Committee are invited to review, consider and comment on the work programme and highlight for discussion any additional scrutiny activity which could be included for consideration in the work programme.

3. Consultation

a) Have Risks and Impact Analysis been carried out? - Not Applicable

b) Risks and Impact Analysis - Not Applicable

4. Background Papers - No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Simon Evans, Health Scrutiny Officer, who can be contacted on 01522 553607 or by e-mail at Simon.Evans@lincolnshire.gov.uk

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