



**ADULTS AND COMMUNITY  
WELLBEING SCRUTINY COMMITTEE  
10 JANUARY 2018**

**PRESENT: COUNCILLOR C E H MARFLEET (CHAIRMAN)**

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

Councillors: Mrs P A Bradwell attended the meeting as observers

Officers in attendance:-

Simon Evans (Health Scrutiny Officer), Glen Garrod (Executive Director of Adult Care and Community Wellbeing), Alina Hackney (Senior Strategic Commercial and Procurement Manager), Steve Houchin (Head of Finance (Adult Care)), Tony McGinty (Interim Director of Public Health), Carl Miller, Carolyn Nice (Assistant Director, Adult Frailty & Long Term Conditions), Emma Scarth (Commissioning Manager Performance, Quality and Workforce Development), Rachel Wilson (Democratic Services Officer) and Alex Craig (Commercial and Procurement Manager - People Services)

**34 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS**

Apologies for absence were received from Councillor Mrs J E Killey.

**35 DECLARATIONS OF MEMBERS' INTERESTS**

There were no declarations of interest at this point in the meeting.

**36 MINUTES OF THE MEETING OF THE ADULTS AND COMMUNITY  
WELLBEING SCRUTINY COMMITTEE HELD ON 29 NOVEMBER 2017**

RESOLVED

That the minutes of the meeting held on 29 November 2017 be signed by the Chairman as a correct record.

**37 CHAIRMAN'S ANNOUNCEMENTS**

The Executive Director Adult Care and Community Wellbeing introduced Carolyn Nice who had recently been appointed as the Assistant Director for Adult Frailty and Long Term Conditions.

**38 ADULT CARE & COMMUNITY WELLBEING 2017/18 OUTTURN  
PROJECTION**

Consideration was given to a report which provided the Committee with an opportunity to consider the outturn projection for Adult Care and Community Wellbeing for 2017/18. It was reported that the Adult Care & Community Wellbeing (AC&CW) net budget was £216.229m, and based on current information available to 31 October 2017, it was estimated that AC&CW would produce an underspend of £0.221m or 0.10% of the overall budget.

Members were also advised that the increasing strategic importance of the Better Care Fund (BCF) had also meant that the impact the AC&CW had to be reflected in service budgets.

Members were guided through the report and were provided with the opportunity to ask questions to the officers present in relation to the information contained in the report and some of the points raised during discussion included the following:

- It was highlighted that direct payments was a significant area of growth in terms of budget pressures, particularly in relation to the physical disability service. A projected overspend of £1.300m was expected for the service with the average package of care was now costing £11,514 per annum.
- In relation to the capital budget, it was noted that the County was hoping to work with North Kesteven District Council on the development of extra care housing schemes. It was also commented that sites in East Lindsey were also being looked at. It was planned that a report on housing would be brought to the Committee later in the year.
- It was commented that one area which had come up three times within the report had been delays to assessments – fairer charging, LPFT and Deprivation of Liberty (DoL's). It was queried whether this would be an easy issue to address.
- In relation to DoL's assessments, members were advised that there were complications in carrying these out as there was quite a lot of legal work which needed to take place. It was also noted that following the Cheshire West judgement, the authority had received a large amount of requests for assessments which had caused a backlog. Members were also advised that there were several different aspects to carrying out a DoL's assessment. It was reported that LPFT had been commissioned to undertake them, but there had been an almost 10 fold increase in requests immediately following the Cheshire West judgement. It was also highlighted that for DoL's, three different assessments were required. It was anticipated that the government would introduce a new scheme for processing DoL's assessments, but this was now 18 months overdue. The authority had put aside £1.5m in the budget to tackle the backlog of requests, and it was expected that the backlog would be dealt with by the end of 2018. It was hoped that going forward from this point, the authority would have a position it could maintain. It was noted that the numbers of requests had increased from 10 per month to about 120 per month.

**ADULTS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE**  
**10 JANUARY 2018**

- Members were advised that it was expected that government would introduce legislation to deal with DoL assessments by the end of the decade.
- In relation to the capital fund, queries were raised regarding the Disabled Facilities Grant (DFG) as none of the funding had been allocated, it was commented whether this meant there had not been any applications within the county. It was clarified that district councils also received DFG funding, and were responsible for allocating the funding for adaptations such as ramps, installation of wetrooms etc. However, the money within the county council budget was capital funding and was to be used for those adaptations which were over and above what the district council could provide e.g. building of an additional room.
- It was also commented that DFG's had gone up during this year, and they were likely to also go up next year. The Executive Councillor advised that the district housing group was now looking at other ways to spend this money as the districts were receiving more funding than they needed for the applications submitted. For example, one thing the Group was considering was renovating some of the districts' older housing stock which was no longer fit for purpose. The City of Lincoln Council had recently commenced a project on this and would be helping those residents who were living in housing with less than satisfactory facilities e.g. inefficient heating systems.
- It was highlighted that it was helpful that the report had listed the average price of a package of care for the physical disability service, and it was suggested whether this information could be included for each area.
- Members were advised that, more often than not, Lincolnshire paid a rate lower than the national average per unit, and there was a very good robust process in place to ensure that providers could justify their fees and charges.
- It was commented that this was a good news story, that the authority was robustly challenging the market.
- It was also reported that dealing with the impact of the national living wage was having an effect on budgets. However, officers were always looking for any developments taking place which could have a financial impact.
- In terms of the missed financial assessments, it was queried whether this was a Serco or LCC issue, and if it was a Serco issue, would any charges go back into adult care. It was commented that there was a view that it was a Serco issue as when the bid for the service was put in, they did not have a sufficient level of staff to support the service. Additional money had been given to Serco to fund two additional posts to help mitigate this issue. It was noted that any charges received from Serco would go back into the corporate budget rather than the adult care budget.
- Clarification was sought regarding the reference to out of county sexual health services, and members were advised that this referred to those people whose home was out of county but they came into Lincolnshire for treatment. It was noted that these patients were mainly students or those who lived on the edge of the county.

**RESOLVED**

That the budget outturn projection for 2017/18 be noted.

**ADULTS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE  
10 JANUARY 2018****39 ADULT CARE & COMMUNITY WELLBEING BUDGET 2018/19**

Consideration was given to a report and presentations which described the Council's budget proposals for Adult Care and Community Wellbeing. The presentation provided the Committee with further information in relation to the following areas:

- Progress to date
- Financial context
- The budget squeeze
- BCF Recap
- Budget 18/19 – 19-20
- Cost pressures and savings – Safeguarding
- Cost pressures and savings – Adult frailty & Long Term Conditions
- Cost pressures and savings – Specialities
- Cost pressures and savings – Carers
- Cost pressures and Savings – Wellbeing
- Capital
- Next Steps

Members were provided with the opportunity to ask questions to the officers present in relation to the information contained within the report and presentation and some of the points raised during discussion included the following:

- Members were advised that the overall impact of the national living wage for the previous year had been around £6m across the authority.
- Mosaic would help to calculate base costs for the budget.
- It was confirmed that providers were encouraged to be more efficient in the way they did things.
- There was some confusion around historical arrangements for waking nights, and members were advised that there was an agreement that the authority would fund any obligations from April 2017 onwards, but there was no obligation to fund this retrospectively. It was for each provider to make that decision.
- It was commented that a balanced budget had been set, and it was acknowledged that there were considerable cost pressures that were outside of the control of the authority.
- It was commented that if there was the opportunity for additional support from the Executive for Adult Care, it was requested whether this could be in the form of an improved IT system.
- It was commented that the Committee appreciated the good work which was carried out by Steve Houchin and his team to control costs.
- It was also highlighted that this council was very good at managing its budgets as there were many councils who had overspent in adult care.
- It was also commented that whilst budget control was vital, it was important to remember that this service was about people.

**RESOLVED**

That the comments made in relation to the proposed Adult Care and Community Wellbeing budget be noted.

40     LOCAL STOP SMOKING SERVICE PROCUREMENT

Consideration was given to a report on the Local Stop Smoking Services (LSSS) Re-procurement which was due to be considered by the Executive Councillor on 17 January 2018.

Members were advised that there were two main aspects to consider, smoking cessation and tobacco control, and there were both short term and long term benefits to the re-procurement of this contract. It was reported that this service had already been re-procured once, and there had been some efficiencies gained at that time. It was highlighted that it was not proposed to look for any further efficiencies. It was planned to offer the service to around 5,500 residents in Lincolnshire, and around 19-20% of Lincolnshire's population were smokers.

The service would aim to target those who required additional support to stop smoking, as evidence had shown that people were more likely to be successful if they had support rather than if they tried to do it themselves.

Members were advised that the current providers had been struggling to hit targets. It was also reported that some big variations to the contract had been made during the life of the contract due to NHS changes, and so there could be some procurement risk to extending rather than re-commissioning. It was also noted that the current contract was payment by results only, which had led to delays in payments and also the provider had not been able to invest in services and so were currently running the contract at a loss. It was planned that the new contract would be a very similar to the current model with a prime provider and single point of contact.

Members were provided with the opportunity to ask questions to the officers present in relation to the information contained within the report and some of the points raised included the following:

- It was queried how the service would engage with people whose first language was not English and going forward, how would these groups be engaged with. Members were advised that information was offered in other languages but some nationalities did not have the same sense of harm that the British did about smoking. It was noted that there was still more education to do. However, the authority would be able to procure this service every couple of years to ensure that there was a more targeted approach.
- Clarification was sought regarding the figures stated in paragraphs 1.1 and 1.5 which set out the costs of smoking to the county. Members were advised that these costs were extrapolated from national data.
- It was confirmed that there was a net benefit to the national economy from smoking.
- In terms of the contract going forward, there was a move away from the pure payment by results model as the provider was making a loss and was unable to invest in services. It was queried therefore, whether there was a risk from going in the other direction with no incentive to be efficient or produce results. Members were advised that it was planned to have a combination, with a basic payment and then additional funds for performance.

**ADULTS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE  
10 JANUARY 2018**

- In terms of illicit and illegal tobacco, it was queried whether there was work being carried out with the Police and other services to tackle this market. It was noted that work had been very effective in identifying retailers who were supplying illegal tobacco products. However, there was still more to do in tackling the organised crime behind it.
- It was also highlighted that there was a safety issue with the use of illegal cigarettes as they were not manufactured to the same standard as western made ones.
- There was a need for balance in terms of pricing, so prices were not so high that they drove people to seek out illicit tobacco.
- It was queried how people were targeted by this service and members were advised that people mainly self-referred, and many were signposted by health care or social work professionals. A lot of research had been carried out about a person's readiness to change, and there was a finite window for how long that motivation lasted. It was also noted that these services would be highlighted to smokers by GP's, or when they were admitted to hospital, or female smokers when they registered as pregnant.
- Members were advised that there were options which could be put in place if more people than expected decided to stop smoking. It was noted that expected numbers were generally based on past usage unless there had been a large change e.g. the increased popularity of e-cigarettes.
- It was expected that demand for the service would increase as people did not always quit successfully the first time. It was also noted that smoking prevalence was declining slightly.
- It was commented that quitting smoking was a matter of willpower. With smoking habits declining in young people it was suggested that there was a need to emphasise to young people that smoking was an expensive and dangerous habit. It was also suggested that prices should be increased as a deterrent. One member doubted whether this amount of money should be spent on this service, as people could find ways to quit by themselves if they had the willpower to do so. However, members were reminded that there were always people who needed more help than others and those that could create harm for example smoking during pregnancy.
- It was queried whether group support, similar to weight loss groups, had been tried, as people were more likely to be successful if they had other people to support them rather than doing it on their own. Members were informed that the current provider was capable of offering group support, and there was some evidence of success with this method.
- It was commented that it could be prohibitive to raise prices too much as it could drive people to the black market.
- It was queried whether any work had been done around whether smoking rates dropped during 'flu season'. Members were advised that health professionals would take advantage of every opportunity to encourage people to stop smoking and remind people that when they're ill they would recover better if they stopped smoking.
- In terms of use of e-cigarettes, it was highlighted that some people may have stopped smoking but they may have increased their intake of nicotine. It was acknowledged that there was not enough research into the long term effects of

**ADULTS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE**  
**10 JANUARY 2018**

using e-cigarettes to determine whether they really were a better option than smoking.

- It was important that the right contract was put in place and it was requested that officers come back to the Committee once the contract was in place and had been established.

**RESOLVED**

1. That the Committee supports the recommendations to the Executive Councillor as set out in the report.
2. That comments setting out support for the recommendations be passed to the Executive Councillor for consideration.

41 PROCUREMENT AND CONTRACT MANAGEMENT ARRANGEMENTS FOR ADULT CARE AND COMMUNITY WELLBEING

Consideration was given to a report which presented an overview of the current contract management arrangements for Adult Care and Community Wellbeing within the Commercial Team. Additionally, the report also provided an analysis of the work plan for procurement and commercial activity currently being undertaken and planned for the current year.

The Committee received a presentation which provided further information in relation to the following areas:

- The Commercial Team – People Services
- The Team Structure
- Effective Commissioning
- Successful Procurement Activity
- Contract Management – Annual Summary
- Visit Tracking & Provider Engagement
- Risk Matrix
- Market Intelligence
- Management Reporting
- Highlights in 2018

Members were provided with the opportunity to ask questions to the officers present in relation to the information contained within the report and presentation and some of the points raised during discussion included the following:

- It was commented that these contracts drove the authority's agenda as a commissioning council, and on some occasions they would come to this Committee as pre-decision scrutiny.
- It was important to look at what lessons had been learned from contracts as this would help to shape new contracts. It was thought that this had been demonstrated in Adult Care as many contracts had been redesigned.
- It was thought that the Committee should look at some of the bigger contracts in order to have that extra layer of scrutiny.

**ADULTS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE  
10 JANUARY 2018**

- It was confirmed that there was a framework contract with standard terms and conditions and a service specification, which could be adjusted for each individual agreement.
- The team was audited regularly by both internal and external audit.
- There was a need for a balance between value for money and risk.
- It was commented that the Annual report which was included with report was a good document. It was noted that the next annual report was due at the beginning of April 2018 and would be brought to this Committee.

**RESOLVED**

That the report and comments made be noted.

**42     MOSAIC UPDATE**

Consideration was given to a report which provided an update on progress since the Mosaic system went live in December 2016 and set out the strategic direction for future developments. It was reported that the Mosaic system would replace a number of legacy systems.

Members were given a brief demonstration of the mosaic system and were provided with the opportunity to ask questions to the officers present in relation to the information contained within the report and the demonstration of the system and some of the points raised included the following:

- It was queried what savings it was expected that Mosaic would generate, and where efficiencies would come into the process. Members were advised that it would give a visibility to what services were going to an individual, and would give an opportunity to avoid duplication. It would also show which services were delivering the best outcomes.
- Mosaic should help with the making of more informed decision about commissioning and what services were more effective.
- The system would also enable managers to manage the workload of social workers more effectively as it was a workflow based system.
- It was commented that it was a very ambitious project, but there were concerns as the big IT contracts had not always been as successful as hoped. It was queried whether more effort should be focused on making sure the system was working as officers wanted it at its current level before making any additions to functionality.
- It was queried how many customers would be benefitted by the customer portal. Members were informed that the initial target would be carers and family members such as sons and daughters who wanted to know what the latest situation was with a parent who was receiving care. It was noted it would be a slow introduction of records.
- It was queried whether the portal was something the authority should be putting money into and whether it should be up to the person to find out the information they want to know. However, members were informed that this had been part of the original tender process and so did not require additional funding. It was expected that use of the portal would be a 'slow burn' but it

**ADULTS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE**  
**10 JANUARY 2018**

was considered important that people were able to access information about their loved ones at any time or place.

- Members were advised that plans had been too ambitious five years ago and one of the first things the Strategic Programme Lead for Mosaic did when she came into post was to look at what had not been delivered and what would be achievable. It was felt that a position had been reached where Mosaic was stable. Time had been taken with Mosaic to get various aspects right before going live with the system.
- The Chairman commented that he would like to see a more controlled approach to future developments.
- It was suggested that a further report on the Mosaic system should be brought back to a future meeting towards the autumn.

RESOLVED

That the comments made in relation to the report be noted.

43     ADULTS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE  
          WORK PROGRAMME

Consideration was given to a report which enabled the Committee to consider its work programme which was reviewed at each meeting.

RESOLVED

That the work programme as presented be noted.

The meeting closed at 2.05 pm

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