



For All Your Assurance Needs

Adult care and  
Community  
wellbeing

## Combined Assurance Status Report

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January 2019

## **What we do best...**

**Innovative assurance services**

Specialists at internal audit

**Comprehensive risk management**

Experts in countering fraud

## **...and what sets us apart**

**Unrivalled best value to our customers**

Existing strong regional public sector partnership

**Auditors with the knowledge and expertise to get the job done**

Already working extensively with the not-for-profit and third  
sector



# Combined Assurance Status Report

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# Combined Assurance Status Report

## Introduction

This is the sixth combined assurance report for Adult Care and Community Wellbeing within the Council.

By grouping the different sources of assurance in a single model we provide the basis for Senior Management and Audit Committees to gain a better understanding of their organisations assurance status and needs.

We do this by coordinating assurance arrangements – providing some structure – this is our Assurance Map.

We have well established Assurance Maps that help us to focus our work plans on the make or break risks that affect the successful delivery of services and strategic objectives. The Maps also recognise the importance of critical business systems that support successful delivery and ‘protect the business’ – the due diligence activities.

The Maps give an overview of assurance provided across the whole organisation – not just those from Internal Audit – making it possible to identify where assurances are present, their source, and where there are potential assurance ‘unknowns or gaps’.

The Maps are an invaluable tool for senior managers, providing a snapshot of assurance at any point of time. This report explores those assurances in more detail.

We gathered and analysed assurance information in a control environment that:

- takes what we have been told on trust, and
- encourages accountability with those responsible for managing the service.

## Scope

We gathered information on our:

- **Critical systems** – those areas identified by senior management as having a significant impact on the successful delivery of our priorities or whose failure could result in significant damage to our reputation, financial loss or impact on people.
- **Due diligence activities** – those that support the running of the Council and ensure compliance with policies.
- **Key risks** – found on our strategic risk register, operational risk registers or associated with major new business strategy / change.
- **Key projects** – supporting corporate priorities / activities.
- **Key partnerships** – partnerships that play a key role in successful delivery of services.



# Combined Assurance Status Report

## Methodology

To ensure our combined assurance model shows assurances across the entire Council, not just those from Internal Audit, we leverage assurance information from your ‘business as usual’ operations. Using the ‘3 lines of assurance’ concept:



Our approach includes a critical review or assessment on the level of confidence the Board can have on its service delivery arrangements, management of risks, operation of controls and performance.

We did this by:

- Speaking to senior and operational managers who have the day to day responsibility for managing and controlling their service activities.
- Working with corporate functions and using other third party inspections to provide information on performance, successful delivery and organisational learning.
- Using the outcome of Internal Audit work to provide independent insight and assurance opinions.
- Considering other information and business intelligence that feed into and has potential to impact on assurance.

We used a Red (low), Amber (medium) and Green (high) rating to help us assess the level of assurance confidence in place.

The overall assurance opinion is based on the assessment and judgement of senior management. Internal audit has helped co-ordinate these and provided some challenge but as accountability rests with the Senior Manager we used their overall assurance opinion.



# Combined Assurance Status Report

## Key Messages

In the previous Combined Assurance Report for 2017/18 I was able to state that Adult Care was looking forward to a sixth year in which it had delivered a balanced budget. For this edition I am able to say that by the end of the financial year Adult Care and Public Health – as a combined Directorate - expects to deliver a balanced budget for the seventh year in succession. The reasons continue to be the same and performance continues to improve across a range of measures evidenced by the corporate performance report to the Executive.

However, this positive picture masks some underlying pressures, notably in securing a sufficient level of good quality social care services in a large, dispersed county. The recent experience of the Allied contract 'failure' both nationally and locally gives voice to concerns that social care provision is under significant pressure.

At the same time the costs associated with supporting increasing numbers of working age adults with profound disabilities is where the greatest financial pressure lies and, where new options to support them must be developed if we are to meet needs and avoid catastrophic costs that cannot be sustained.

Then there are the weaknesses that beset the Council in terms of its 'digital offer' to both the people who work here and to our customers. Productivity gains, intelligence and the ability to offer self-service are all being held back by the years in which the ICT agenda in the Council has struggled to progress. Whilst there are signs of change this must be supported and encouraged as there are several years yet before the Council is able to look at its 'digital offer' with assurance.

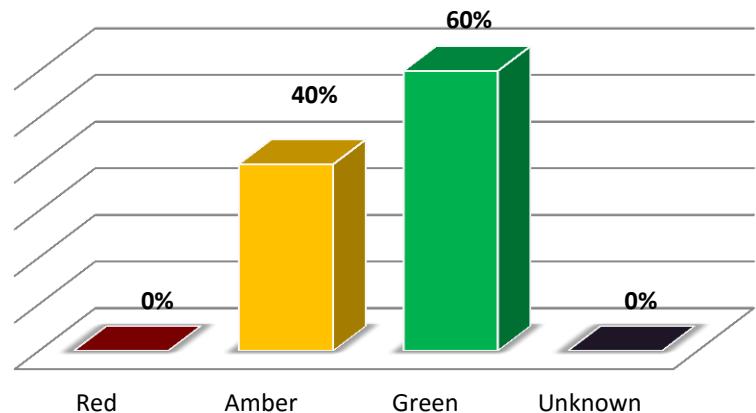
The opportunities that digital bring, coupled with a growth in better co-ordination and integration with health colleagues along with an improved level of collaboration and ambition with the seven District Councils and the housing agenda will be key elements in my ability in the years to come to report what today says a balanced budget with good to excellent performance.

My final observation is to thank my colleagues in the Directorate – whatever their job title, social care providers across the County and corporate colleagues and, the ongoing support of Members of the Council for this remarkable achievement.

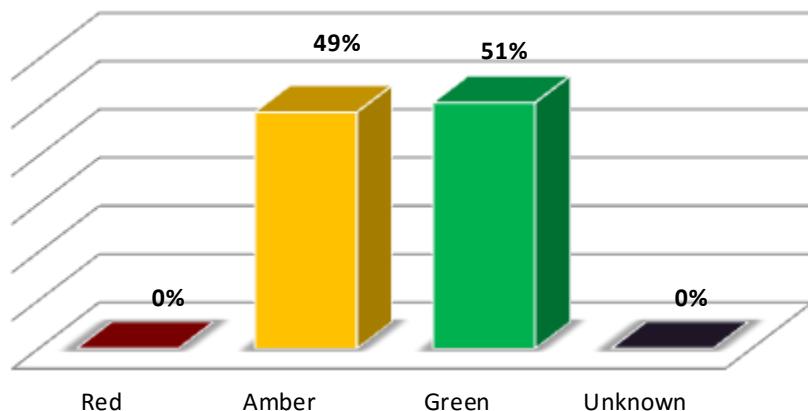


# Combined Assurance Status Report

## Overall Assurance Status 2018/19



## Overall Assurance Status 2017/18



## Suggested next steps.....

The agreed investment plan related to the Lincolnshire Better Care Fund (BCF) is being used to help address a number of elements detailed earlier – not least supply and quality in care markets, support to Neighbourhood Team development, ongoing investment into MOSAIC and performance around delayed transfer of care. This plan is regularly reported to the Health and Wellbeing Board and in various fora with NHS partners and, at Scrutiny Committee.

The recent announcement by government of an additional £240m to help relieve pressure on acute care will help further though it is unfortunately targeted at delayed transfers of care from hospital and not on helping keep people at home and thereby reducing pressure on A&E.

A regional 'challenge' day is held every year in September to compare performance and financial activity across 10 Councils in the East Midlands. This provides an excellent opportunity to learn from each other and identify further room for improvement and, where support is needed for more 'challenged systems'.

Of course the new Scrutiny Committee (initiated June 2017) and regular meetings with two Portfolio Holders secures a high level of political oversight and scrutiny.



# Combined Assurance Status Report

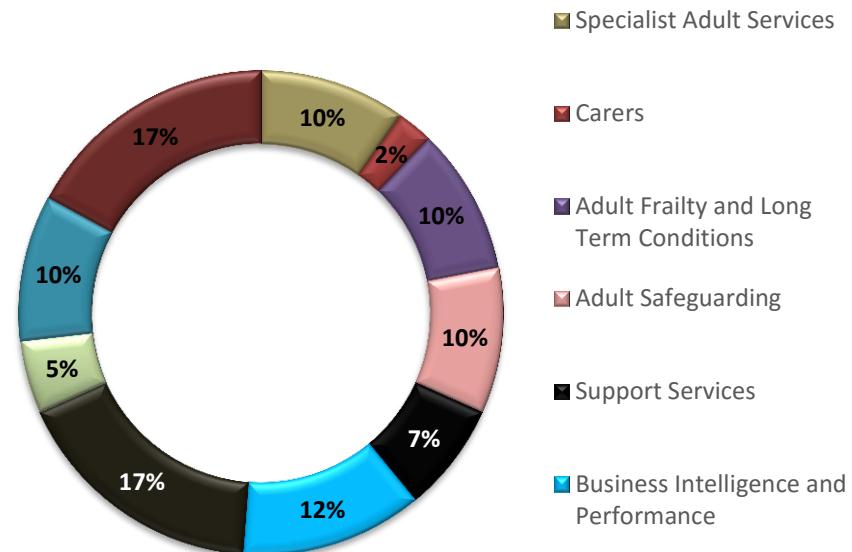
Building on earlier messages partnership is critical to future success and to that end the Housing, Health and Care Group that reports to the Health and Wellbeing Board is a key forum. The recently secured Extra Care facility in Lincoln is an early indication of this commitment. Future working with the NHS is also a key area of activity and, both will continue to receive support, encouragement and resources to ensure they are able to progress.

Finally, the ICT/Digital agenda remains a priority and, with the recent award of NHS Digital Funding (£70,000) will also help further improve the financial assessment service.

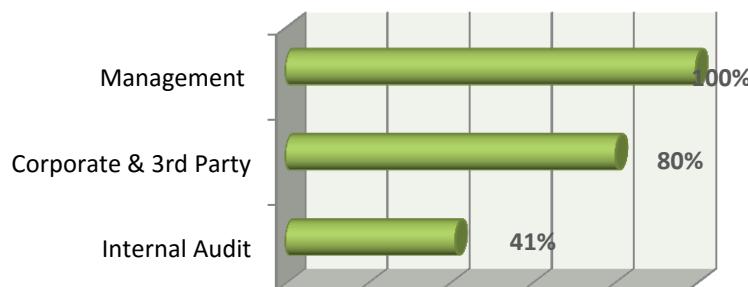
## Critical Systems

The Director area has a strong focus on quality, performance and cost (financial management) and, with a well-established relationship with the Finance Department, Commercial Unit and Audit Team provides a level of assurance on a habitual basis. The Director of Public Health chairs the Quality and Safeguarding Board, the Executive Director chairs the Directorate Management Team (DMT) meeting and the Executive DMT (with the two Portfolio Holders). All are regular meetings and secures regular and senior oversight across the Directorate.

## Critical Activities Across Service Areas



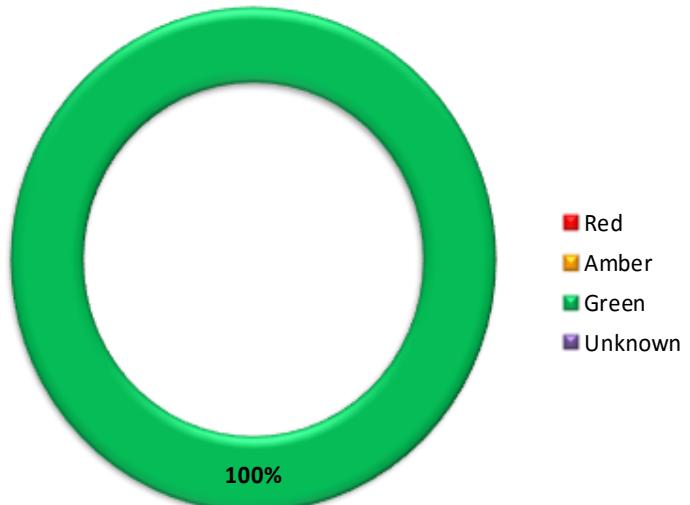
## Who Provides Your Assurance





# Combined Assurance Status Report

## Specialist Adult Services



### Overall Assurances

Area	Rating
Learning Disabilities and Autism	GREEN
Adult Social Care Mental Health	GREEN

### Overall Comments

Specialist Adult Services has been agreed as an overall Green Level of assurance meaning there are no specific and

significant risks that are of concern to Adult Care and Wellbeing.

Performance against National, Corporate and Directorate Key Performance Indicators remains good and services provide good Value for Money.

Feedback from stakeholders including service users and carers, health colleagues and other professionals continues overall to be positive.

### Management of Risk

In addition to the oversight of the service areas via DMT, Executive DMT and the Quality and Safeguarding Board additional challenge is applied via the Specialist Adult Services Joint Commissioning Board and the Learning Disability and Autism Co-Production Partnerships.

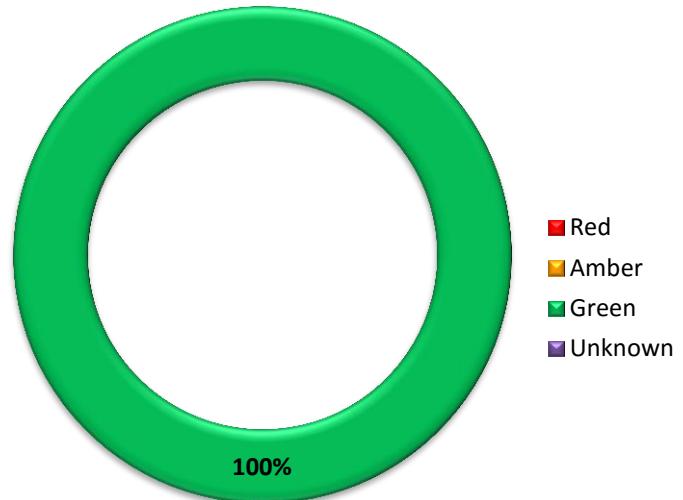
### Lower Assurance

Whilst there are no specific risks identified for Specialist Adults Services the Strategic Risk Register includes generic risks that are applicable to Adult Care and Wellbeing. In particular the ongoing pressures relating to growth in demand and complexity of need represent significant challenges in relation to Market Supply, Workforce and future funding pressures.



# Combined Assurance Status Report

## Carers



## Overall Assurances

Area	Rating
Carers	Green

## Overall Comments

In terms of assurance, the Council continues to increase the number of carers receiving support, partner engagement is good and the contracts with Carer's FIRST and Serco, which are performing well, have been extended. In addition:

- An ADASS Peer Review of Adult Care (June 2018) described the offer to Carers as "excellent, there are a high number of carers engaged with the Council, good quality advice and information and personal budgets are targeted at those with most need. We felt this supported your preventative offer and your demand management."
- The Carers Service was a finalist for the national HSJ (Health Service Journal) Awards 2018 for System Led Support for Carers, an award sponsored by NHS England, determined by a challenging national peer review.
- The Carer's Service is also a finalist for the LGC (Local Government Chronicle) Awards 2019 in two categories (Health and Social Care, Public/ Private Partnerships). This award is also determined by national peer review.

## Management of Risk

There are robust mechanisms in place to oversee all areas of work.



## Combined Assurance Status Report

Scrutiny of contract performance is achieved through contract management arrangements. Whilst the current contracts have been extended, this has been for 1 year of a possible 2, to help effect the required ongoing progress.

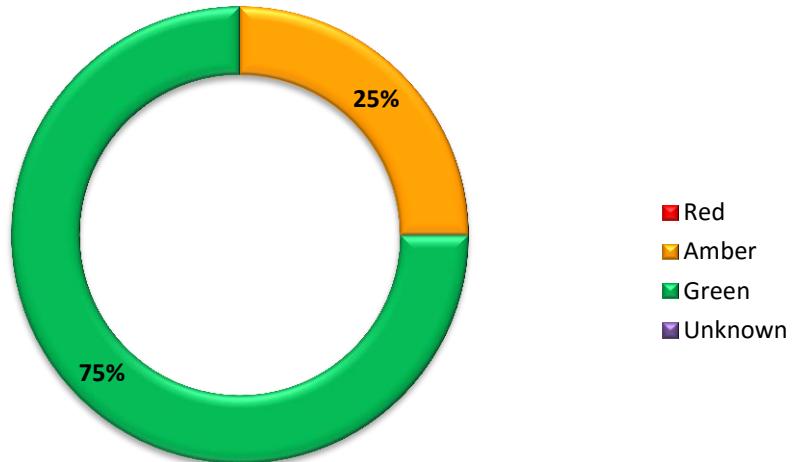
The Partnership Board has oversight of Strategy Delivery. Dates are in place in early 2019 to refresh the Delivery Plans. An annual report will be required by the Health and Wellbeing Board in June.

LCC's Adult Care and Community Wellbeing Scrutiny Committee has already commented on areas for inclusion in a refreshed Commissioning Strategy.



# Combined Assurance Status Report

## Adult Frailty and Long Term Conditions



### Overall Comments

Improvements have been made in many areas of performance in the last 12 months in particular relating to reviews where the Council Business Plan measure was met. We have implemented new workflow processes to improve timescales and visibility across all areas of performance with the introduction of Mosaic.

Our workforce development team continue to provide high quality training and have increased the number of training events available to staff. In addition there are more mandatory training sessions to ensure staff are equipped to undertake their role.

The hospital teams continue to perform well with DTOC attributable to Social Care being amongst the top quartile in the country.

Area	Rating
Brokerage	GREEN
Hospitals	GREEN
Workforce Development	GREEN
Adult frailty and LT conditions – assessment, reviews and case management	AMBER

### Management of Risk

Monthly performance is reported at a Divisional Management level as well as with individual Management teams with Assistant Director and County Managers in attendance. In addition each quarter a performance report is submitted against each strategy as well as being reported through Council Business Plan. DMT also review performance with



# Combined Assurance Status Report

escalated issues also being reported and monitored through Exec DMT.

Quality assurance audits in relation to case management are undertaken monthly and a quarterly report is submitted and monitored via the Quality and Safeguarding Board.

Complaints are also monitored by the directorate with quarterly reporting going to the Quality and Safeguarding Board as well as the annual corporate monitoring and measuring. This information is triangulated and fed into our workforce development for targeted support and training as well as learning from complaints being shared across the service via action plans. Assistant Directors and County Managers take ownership and oversight of this process.

has been done in this area to improve our recruitment and retention internally taking learning from other directorates, as well as close working with colleagues in HR. A more strategic approach to recruitment has been implemented with a rolling programme of recruitment, and we are beginning to see the return on investment. All options are being explored to address this in terms of recruitment including resource being targeted to a 'grow your own' programme of training for Social Workers and OT's. Full use of the apprenticeship programme will also be taken up once the national standards for these are released.

We continue to work closely with our sector Strategic Support Partner (LINCA) to develop a workforce strategy for Lincolnshire and are actively engaged in supporting the wider workforce challenges facing health and care nationally and locally.

## Lower Assurances

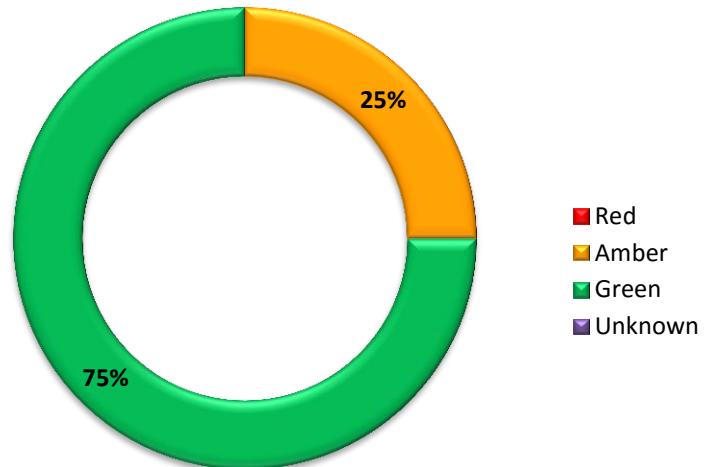
An audit undertaken in 2016 demonstrated limited assurance. Improvements in this area have been highlighted in the overall comments with targets being met in these areas. Work is continuing to improve and develop case management through the evolution and introduction of Mosaic.

Recruitment both internally to Adult Frailty and Long Term Conditions remains challenging, particularly in relation to experienced registered staff members such as Social Worker and Occupational Therapists. A significant amount of work



# Combined Assurance Status Report

## Adult Safeguarding



### Overall Assurances

Area	Rating
Lincolnshire Safeguarding Adults Board	GREEN
Safeguarding Adults Team	GREEN
Emergency Duty Team (Adults)	GREEN
Deprivation of Liberty Team	AMBER

### Overall Comments

Successive Peer Reviews have provided positive assurance about the LSAB and Adult Safeguarding Function. The LSAB strategy and priorities have also been recently reviewed and reported to Adult Scrutiny Committee. The review of the EDT function is ongoing and is targeted at identifying opportunities for further integrated working and improved outcomes for those who need support out of hours.

### Management of Risk

Performance against relevant Corporate KPI's is good and compares well against benchmark audit families. Increasing demand is a generic risk but the work in progress to develop a Tri-Board Prevention and Early Intervention Strategy will help to improve outcomes for a wider cohort of vulnerable citizens. Progress is overseen by the Public Protection Board.

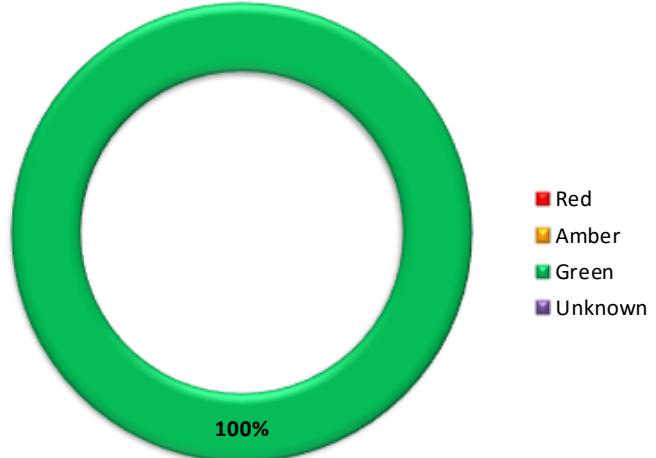
### Lower Assurance

The Cheshire West Judgement has put incredible pressures on all Local Authorities to consider the authorisation of a significant increase in DoLs authorisations. Whilst Lincolnshire's overall assurance in relation to DoLs remains at amber there has been agreement that DoLs should be removed from the LCC Strategic Risk Register given the excellent progress in managing the related inherent risk.



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## Support Services



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## Overall Assurances

Area	Rating
Court of Protection and Appointeeship	GREEN
Budget and Financial Management	GREEN
Procurement and Contract	GREEN

## Overall Comments

The Executive Director for Adult Care and Community Wellbeing is responsible for a budget totalling £221.371m net, representing 46% of the Council's overall budget and so it is vitally important that the finances are well managed. We are also responsible for hosting the Lincolnshire BCF and a pooled budget (NHS/LCC) of £232.123m in 2018/19.

Adult Care and Community Wellbeing also act as the Council's appointed deputy and appointee for service users who have been assessed under the Mental Capacity Act as having no capacity to manage their financial affairs, and have no representative to act on their behalf. This role is undertaken by the Head of Finance and managed by Serco.

The Commercial Team - People Services undertakes Procurement and Contract Management activity on behalf of the Adult Care & Community Wellbeing directorate.

Robust assurance is in place in the form of:

- Weekly Management Team Meetings
- Monthly Time Out meetings where the Management Team review progress against our work plan
- Monthly management reports
- Fortnightly Procurement Governance meetings
- Fortnightly Contract Management Governance meetings



# Combined Assurance Status Report

- Monthly multi agency Service Quality Review meetings
- Live risk matrix for all contract types
- Contract Management Framework (standard templates and guidance for Contract Management)
- Standard templates for Procurement activity (work in progress)
- Staff development and training

A new 'Early Intervention' process is being implemented to provider greater support to contract officers with the aim of reducing the number of contracts reaching high risk. The process introduces peer support visits into the contract management framework.

## Management of Risk

Financial risks including those with respect to the council's role as appointed deputy are managed by members of the Strategic Finance Team who have specific expertise in all aspects of Adult Social Care. The finance team play a key role in liaising with all relevant partners and stakeholders to ensure they are able to provide advice and support in all areas of the service including day to day service delivery and in respect of areas of strategic importance including the BCF.

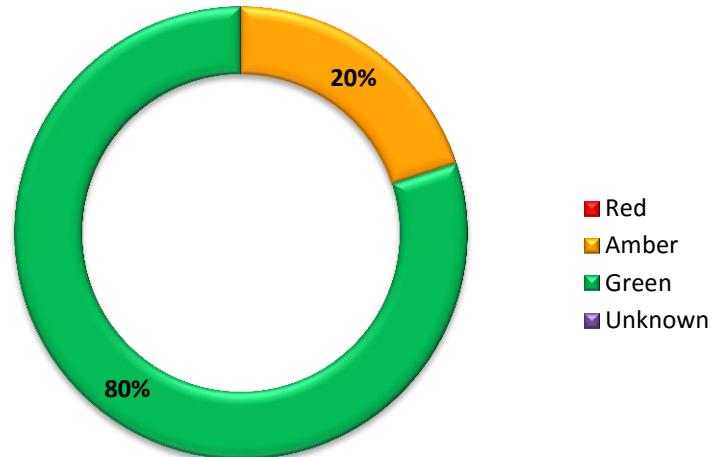
All contracts have an associated risk matrix. The risk matrix uses a range of data and intelligence to provide an overall assessment of provider/contract risk. Higher risk providers are subject to more frequent contract management visits.

High risk providers are subject to greater scrutiny through fortnightly Contract Management Governance meetings and monthly Service Quality Review meetings.



# Combined Assurance Status Report

## Business intelligence and performance



### Overall Assurances

Area	Rating
Business Intelligence and Performance	GREEN
Quality Assurance	GREEN
Information and Advice	GREEN
Mosaic	GREEN
Adult Care Finance	AMBER

### Overall Comments

This service area covers Business intelligence and Performance management, Quality Assurance, Information for the Adult care and Community Wellbeing Directorate. It also covers the administration, support and development of the MOSAIC case management system – which is a system used by Adult Care and Community Wellbeing, and Children's Services internal and commissioned services. The County manager for Quality and Information also acts as LCC service lead for the adult care finance functions undertaken by Serco as part of the Corporate Support Services contract and finance functions undertaken by LCC Business support.

### Business Intelligence and Performance

Data and performance reporting needs for adult care are met by the performance team. Strategic and operational reports are provided for internal use to manage team workloads, resources and to assist with commissioning of services. The team coordinates the submission of all Adult Care activity and survey statutory returns to NHS digital. This team also undertakes the performance management function of the Better Care Fund in Lincolnshire on behalf of the local Health and care commissioners in the county. This is a £200m+ annual programme of integration and improvement work.



# Combined Assurance Status Report

Performance output is assured through internal (DMT, Executive, Scrutiny) and external (NHS partners, NHS digital, ADASS) sources. Reporting processes and Performance data is benchmarked with other local authorities in national and regional comparisons. As identified in the assurance statement last year, there was a remaining risk to the continuation of a full reporting offer, following the transition from AIS to MOSAIC case management systems. During 2017/18 the ability to report fully from the case management system has been successfully restored through the development of Business objects reporting. A full range of strategic and operational reports are now available and provided on a regular basis to managers in Adult Care and Community Wellbeing teams and to external providers such as NHS LPFT.

Strategic intelligence needs for public health are met by the public health intelligence team. This consists of published evidence review and creation of a wide range of intelligence products through data analytics in support of public health service commissioning by LCC and health and care partners (including CCGs).

Internal assurance is through the use of systematic literature review methods, critical appraisal, and data and methods quality assurance which include standard QA testing

methodology and benchmarking. Outputs are peer reviewed by internal stakeholders, PH SMT and committees and boards (eg. scrutiny) as appropriate, as well as by external agencies where they utilise partner data, for example NHS Digital and Public Health England. External review and audit is carried out in relation to data quality, governance and security by data owners. In 2016 NHS Digital carried out a full audit of LCC with a focus on their Hospital Episodes Statistics data, which was successfully passed.

## Information and Advice

The team manage the authority's information and advice offer for adult care. This is through the provision of web based information, online training manual for internal and commissioned service staff, implementation of the accessible information standard and publication of public documents such as the Local account. This offer is assessed annually through the ADASS Sector-Led improvement assessment programme. The external offer was also judged as second best nationally by an Independent Age review of care act compliance.

The work of the team is managed through the Mosaic programme, Personalisation Board and for some elements – NHS STP Self-care board.



# Combined Assurance Status Report

This team also host the directorate's Digital Roadmap which is a plan to maximise the use of digital technology in adult care and community wellbeing. This is a growing area, which is benefitted from successful funding bids to NHS Digital and LGA during the year. Work in this area is reported to AC&CW scrutiny, DMT and a directorate internal IMT group. Externally funded projects are also subject to monthly highlight reports and monitoring of spend and progress from LGA and NHS Digital.

## Quality assurance

The work of this team is largely governed through the bimonthly Quality and Safeguarding Board - chaired by the Executive Director. This group oversees the quality of internal processes and practice in addition to externally commissioned services. There is a work programme in place for assuring the quality internally and externally across the four commissioning strategies in Adult care.

The team's work is managed through a detailed work plan and arranged around the three principles of Safe Services, Effective services and people's experience of care and Support. This includes the development and undertaking of ongoing customer feedback surveys and undertaking bespoke 'deep dive' assessments of quality. The work feeds back to

the Quality and Safeguarding board and is used to influence commissioning activity or social work practice.

## Adult Care Finance

This function is provided by Serco and covers the financial assessment of adults receiving social care, the payment of individuals and care providers and the management of individual's own monies through a court of protection or appointeeship/guardianship arrangement.

The contract specification for the corporate services contract sets out the services to be delivered and the measures by which performance is to be monitored. The service lead has monthly 121s with the service manager in Serco and monthly formal service review meetings with Serco and commercial team representatives. The monthly meetings utilise a risk log which allows issues and mitigating actions to be discussed in a formal way and progress to be monitored. The monthly performance is recorded in a 'performance book' which is signed off by all LCC service leads and used to inform the operations board, chaired by the Chief Executive.



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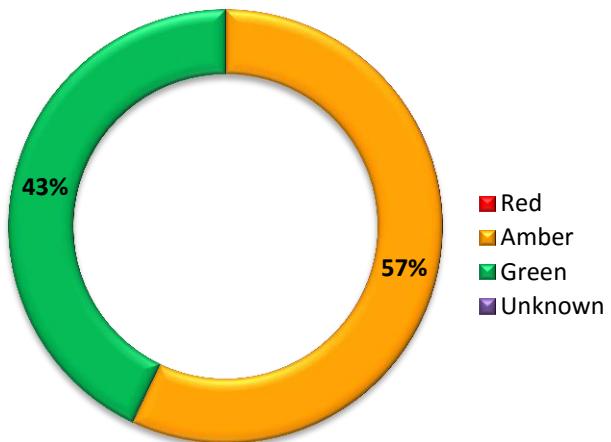
## Lower Assurances

There is an ongoing issue with the timeliness of financial assessments which are undertaken by Serco under the Corporate Support Services contract. The process is complex due to the introduction of new case management system Mosaic and the intention to integrate case management and finance systems. Mitigation is in place for the KPIs for this service, however some clients are experiencing long delays, which can lead to financial risk for the council and for the individual. A jointly agreed action plan has been put in place to resolve the situation, including agreed additional capacity for the team. This is monitored through fortnightly task and finish group meetings and monthly service meetings and 121's between service leads and the Head of service at Serco. The improvement plan is monitored through Adult Care and Community Wellbeing Directorate management team.



# Combined Assurance Status Report

## Wellbeing



### Overall Assurances

Area	Rating
Support to CCG's	GREEN
Health Protection	GREEN
Sexual Health Services	GREEN
Substance Misuse	AMBER
Housing Related Support	AMBER
Specialist Eqpt & Integrated Community Eqpt	AMBER
Wellbeing service	AMBER

### Overall Comments

The combined level of assurance across all services shows strengths and areas for improvement. No areas are rated below amber.

The most assured service areas are generally those over which we have most control, such as the professional services provided by Public Health colleagues to the NHS and the Health Protection services.

Those areas rated amber relate to increases in demand, newly commissioned services and preparations for re-commissioning.

Increases in demand (ICES) and the impact of national issues (Substance Misuse prescribing costs) can impact on slowly over time or quickly and unexpectedly. These services are being closely monitored and appropriate remedies are being applied but are rated amber to reflect the need for vigilance.

The cyclical nature of commissioning activity can reduce assurance overall as new models of service are implemented or new providers require time to fully establish their services (e.g. The Wellbeing Service).



# Combined Assurance Status Report

## Management of Risk

The management of risk in commissioned services is primarily through good procurement and effective contract management. Since October 2016, these functions have been delivered by Commercial Services colleagues.

Both teams work closely together throughout the service design process to determine the desired outcomes for each service and the most appropriate procurement processes and contract requirements (e.g. key performance indicators).

## Lower Assurances

- **Specialist Equipment and Integrated Community Equipment Scheme (ICES).** The service has experienced a significant increase in demand which is not necessarily inappropriate given that the service supports people to leave hospital in a timely way and to live independently. However, more people leaving hospital earlier, and using equipment for longer, impacts on the financial model. This may indicate that the current budget envelope needs to be increased. As a pooled budget, the Partnership Board is sighted on this and actively investigating further developments.
- **Substance Misuse.** Large increases in the cost of some opiate substitute medication have created financial pressures. A short term solution is in place for

2018/19 but a long term resolution is still being developed.

The commissioned service is running at maximum capacity. Workers carry very high caseloads to avoid waiting lists, with impacts on patient outcomes and staff turnover. Clients presenting are also more chaotic especially those using psychoactive substances such as spice. There is no budget flexibility at this time to address these issues.

Changes to Safer Lincolnshire Partnership priorities and the disbanding of the substance misuse strategic management board and delivery group mean governance responsibilities returned to Public Health but without resources to support this. This should be resolved within quarter 4 of 2018/19.

- **Housing Related Support (HRS).** This contract has been varied to enable delivery of additional work programmes funded by central government. This includes the ACTion Lincs programme to support entrenched rough sleepers. This has increased the number of very vulnerable people in scope and also the number of serious incidents. This is being closely managed to ensure that opportunities are not missed to prevent these occurring.



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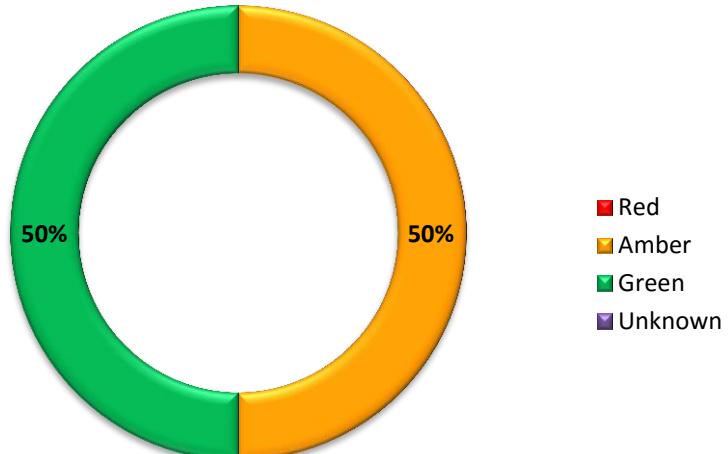
A mid-contract review identified changes to how HRS services are delivered, taking account of the new Homelessness Reduction Act and increasing complexity of service user needs. These are being implemented. Options for re-commissioning are currently being explored.

- **The Wellbeing Service.** The new service was successfully mobilised in April 2018. The transition to Wellbeing Lincs was very smooth and performance is strong overall. The service is receiving around 25 referrals per day, from around 270 different organisations. Over 95% of service users are achieving their outcomes. Some legacy issues have impacted in the early stages of delivery. These are being addressed and we are confident this will be recovered by the end of the first full year of delivery.



# Combined Assurance Status Report

## Key Projects



### Overall Assurances

Area	Rating
Mosaic	GREEN
Better Care Fund	AMBER

### Overall Comments

The Lincolnshire Better Care Fund (BCF) is a framework agreement between Lincolnshire County Council and the 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.

### Management of Risk

The management of risk within the BCF is undertaken on behalf of the County Council by the Head of Finance for Adult and Community Wellbeing and on behalf of the Lincolnshire CCG's by the Chief Finance Officer of SWLCCG. Both officers lead the BCF S75 Finance Group which reviews and oversees all financial aspects of the fund providing regular reports to the various delivery boards and executive groups including the Joint Executive Team, Lincolnshire Health & Wellbeing Board and the CCG Finance & Quipp Delivery Committee.

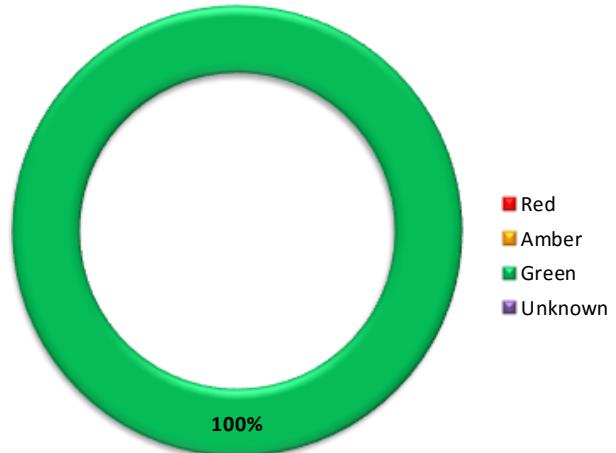
### Lower Assurances

The most significant area of risk with respect to the BCF is the lack of clarity concerning future funding of the BCF after 31<sup>st</sup> March 2020. A significant proportion of the BCF is used to underwrite AC&CW base budget pressures and as such the removal of the BCF will result in large gap between what the council needs to maintain a safe service and what the Council can afford.



# Combined Assurance Status Report

## Key Partnerships



## Overall Assurances

Area	Rating
Joint Delivery Board	GREEN
Health and Wellbeing Board	GREEN
Joint Strategic Partnership Board	GREEN
Lincolnshire Safeguarding Adults Board	GREEN

## Overall Comments

As indicated through this document the Directorate is now almost entirely interdependent upon strategic partnerships and it is these that have largely secured robust financial management with good performance. The amount of time dedicated to maintaining these either through soft-systems or commercial approaches remains high.

## Management of Risk

At a strategic level there remain two primary risks that have been identified that remain the responsibility of the Directorate to influence and oversee. The first of these is the availability and quality of social care services to meet eligible needs as identified by the Care Act 2014.

The second is the backlog of Deprivation of Liberty (DOLS) cases that have been generated following the 'Cheshire West' judgement in 2014. This created a ten-fold increase in demand for DOLS assessments both here and across the Country. Mitigations are in place with cases being prioritised and additional funds secured to increase capacity and, over time, reduce the backlog.



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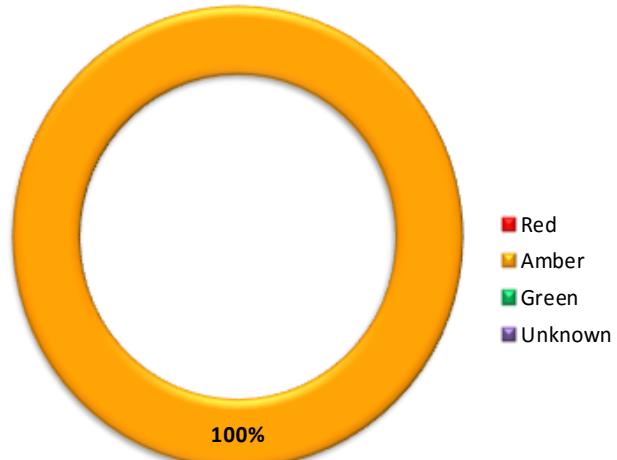
## Lower Assurances

Whilst not a matter best described as 'low assurance' it is important to highlight the very real and evident difficulties faced by NHS partners in Lincolnshire. Whilst the County Council is not responsible for these services it is a strategic partner and, in a number of areas heavily interdependent. As such it is prudent to remain close to NHS partners and support where appropriate to ensure Lincolnshire citizens are not unduly, and negatively, impacted.



# Combined Assurance Status Report

## Key Risks



**Council's highest rated Strategic Risks  
for this area of the business**

**Safeguarding adults**

**Adequacy of market supply**

## Overall Assurances

Area	Risk Type	Rating
Safeguarding and Adults	Strategic	AMBER
Adequacy of Market Supply to meet eligible needs for adults	Strategic	AMBER
Financial Contributions	Operational	AMBER
Ices spend and Telecare frontline services	Operational	AMBER
Sustainability of Better Care Fund	Emerging	AMBER
Recommissioning of sexual health primary care contracts	Emerging	AMBER

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