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Recovery and reform after COVID-19

Chaired by Rob Whiteman – CEO of CIPFA

8th July 2020



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Webinar Panel:

- Rob Whiteman - CEO of CIPFA (Chair)
- Ewan King - COO of SCIE
- Terry Neaves - Former S151 officer
- Duncan Sharkey - CEO of Royal Borough of Windsor & Maidenhead
- Maggie Kenney - CEO of Peopletoo
- Colin Foster - Director of Children's Services, Bedford Borough Council



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During Covid-19 – Positive commissioning actions – Ewan King Deputy CEO of SCIE

- Regular supportive communication with providers to identify issues and so provide appropriate advice and support.
- Practical support to struggling providers – provision of supplies, PPE, training and consultancy to help organisations stabilise
- Helped to combat supply, quality and cost issues to individuals and providers.
- Recruitment - LA undertaking fast-track recruitment on behalf of providers.
- Financial support – fast-track payments, payment for whole services rather than just for use, block booking of beds
- Hospital discharge – stopping new admissions to care homes (anticipating risks and in absence of effective testing) booking capacity at hotels, redeploying in-house teams to provide intensive support to people at home.



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A time to rethink commissioning? – Ewan King Deputy CEO of SCIE

Commissioning should be about tapping into the creativity of the community and public servants; instead it's become about buying stuff and a pointless dance between commissioners and providers with neither able to shape services effectively based on need and ambition

Donna Hall – SCIE Local Government Reference Group

- **Place based** – Commissioning jointly delivered across health and care system, in places people call home
- **Asset based** – building on the skills, capabilities and resources in communities
- **Coproduced** – with citizens and front line staff, to tap into innovation and build ownership
- **Data and risk informed**– drawing on latest developments in data science, data integration and demand projections
- **Outcome based** – measuring what matters – wellbeing, independence

Key Financial Challenges – Terry Neaves Former S151 officer

- **80/20 rule** – around 80% of budget delivered to less than 20% of residents
- **£200,000 placement decision** – substantial spending commitments being made
- **Outsourced people spending most of your money** - further complications where service delivery is outsourced
- **Unpredictability** – small increases in demand can make big differences to in-year budgets
- **Ofsted Inspections**
 - **Can you afford to be excellent** – substantial costs in chasing ever more stringent Ofsted assessment criteria
 - **Can you afford not to be good** – substantial costs and risks for service recovery/failure
- **Finance skills** – finance department have not refocused and develop finance skills to meet new challenges
- **Credibility of Council Tax** – are council taxpayers really paying for universal local services



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Implications for S151 Officer Role – Terry Neaves former S151 Officer

- **S25 Statement – can the Council set a legal budget**
 - Adequacy of council reserves
 - Robustness and accuracy of estimates
- **S114 report – are council finances viable**
 - Does the council have sufficient reserves to meet assessed financial risk
 - Are reserves sufficient to meet all known and potential commitments.

Managing the Financial Risk – Duncan Sharkey Current Managing Director, Royal Borough of Windsor and Maidenhead

What am I looking for around managing the financial risk?

- **Projecting Costs & Income** - how can we better project what's going on in children and adult social services – too often in the too hard box ? Looking at wider data with the teams, understanding trends, making projections and challenging assumptions
- **Reshaping the finance thinking** – realising this isn't a process role but a leadership role, helping managers understand what's driving their budgets and supporting more forward thinking on place based commissioning and using community assets
- **Transformation** – managing the financial risk is going to be about taking the risk on transformation. Focus on prevention. More short sharp interventions earlier that are lower cost to stabilise and support complex/all needs
- **Good decision making** – quality of decision making throughout the system, ensure there is a clear, transparent approval process and review and learn post decision
- **Financial Guidance** – make sure the rules are clear and understood and don't get in the way of making good decisions, keep everyone and the organisation safe
- **Risk Register** – use it to understand where you truly are and make sure controls and mitigations are operating. Where do you want to be on the risk curve, do your actions place you there?

Hidden Demand – Maggie Kenney CEO of Peopletoo

What we already know:

- It is widely documented that the risk of domestic violence is greater during lockdown, with victims being in closer proximity to their abuser.
- With the developing economic downturn there will be more families living in poverty, with the risk of homelessness once the 3 months ban on evictions is lifted.
- Likely increase in mental health issues across all age groups particularly those that do not meet statutory thresholds.
- Increased triggers of anxiety, stress and depression on parents/ carers already on the edge or with previous history of substance abuse.
- Complex cases of neglect or safeguarding triggers where families have taken on the carer role in order to shield the vulnerable person but are not coping.
- The impact of the closure of many universal services, reductions in health visiting and early help services, exacerbated by limited access to extended families and grandparents.
- A risk of increased exclusions as children and young people find the transition back to schooling challenging and schools do not have the capacity or skills to cope.
- The impact on antisocial behaviour, crime as a result of leisure and sports facilities closures.

How Can We Model This? – Maggie Kenney CEO Peopletoo

The lag in demand is relatively straight forward to model, analysing the drop in demand and profiling this over the next 6-12 months as it works through the system. The Hidden Demand is more challenging but critical if we are to protect social care budgets. This is where we need to bring in wider council, partner and socio-economic data sources to help inform and evidence predictive and costed models. Some examples of the approach we are taking include:

- Working with providers to assess the number and types of packages of support that have been suspended for individuals not known to social care.
- Working with local voluntary groups that support informal and young carers to understand some of the key challenges and requests for support.
- Drawing on wider council and partner data:
 - Council Tax arrears / District Council Debt
 - Social Housing providers/ District Councils/ ALMOS – data in relation to rent arrears and potential evictions
 - Universal Plus (Additional Health Visiting Support)
 - Domestic Violence Police and MARAC data
 - NEET Data
- Working with schools to identify those children/ communities who have not engaged with distance learning.
- Working with Voluntary groups to gain further insight into the demand and type of demand of enquiries and requests for support in relation to Mental Health.
- Monitoring the rise in the number of children and young people requiring an EHCP, escalating from a SEN Support Plan.
- Monitoring and analysing the rise in school exclusions.



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About - CIPFA

- CIPFA is the only professional accountancy body in the world exclusively dedicated to public finance.
- CIPFA, the Chartered Institute of Public Finance and Accountancy, is the professional body for people in public finance. Our 14,000 members work throughout the public services, in national audit agencies, in major accountancy firms, and in other bodies where public money needs to be effectively and efficiently managed.
- As the world's only professional accountancy body to specialise in public services, CIPFA's portfolio of qualifications are the foundation for a career in public finance.
- We also champion high performance in public services, translating our experience and insight into clear advice and practical services. They include information and guidance, courses and conferences, property and asset management solutions, **consultancy** and interim people for a range of public sector clients.
- Globally, CIPFA shows the way in public finance by standing up for sound public financial management and good governance

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About- Peopletoo

- Practical – We strengthen dataset analysis, provide tailored recommendations and inform strategic decision making, but we don't just help you design, we help you deliver. We combine our expertise with yours, working as an extension of your team to maximise opportunities and optimise practice and service performance.
- Personal – Our team combines years of public and private sector expertise directly to the unique challenges and opportunities faced by our client. Together we unlock the potential of data, exploring narratives, interpreting trends and helping councils predict and manage demand to achieve the best social outcomes for residents and local authorities in a wider social care context.
- Perceptive – We lead the way in social care insight and analysis, combining expertise in financial management, demand modelling, cultural change and best practice to build a complete picture of existing and emerging trends, challenges and opportunities in service design and delivery.

Our Services:

Adult Social Care Delivering outcome focused services designed to help people live independently, happily and with respect.

Children's Services We prioritise social care insight, analysis and implementation to ensure better life chances and whole-life planning for children and young people.

Property and Facilities Management Delivering efficient and effective Property and FM through an integrated corporate landlord model.

Environmental Services Delivering a better place for the community and maximising social outcomes through innovation, managing demand and costs, trading and co-production.

Commercialisation Developing a commercial culture and understanding true cost and activity.

Change Readiness Assessing the state of change readiness in order to implement effective strategies.

Digital Agile and digital design centred around service users, supported by improved utilisation of core systems and the creation of a digital ecosystem.



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About - SCIE

- National charity and improvement agency committed to supporting local areas to build sustainable care systems that enable **more people to live independent and fulfilled lives.**
- Experts in strengths based / asset based reform of children and adults care
- Lead Department of Health and Social Care Funded **Social Care Innovation Network**
- Lead programme of work to support **Covid-19 Adult Social Care Action Plan** – learning disabilities, care homes, commissioning, social work practice, day care
- Worked with over 30 local authorities last year on **early intervention, systems commissioning and development of impactful practice**

