



Doncaster Council

Report

Date: 25th October 2018

To the Chair and Members of the
AUDIT COMMITTEE

DIRECT PAYMENTS - INTERNAL AUDIT FOLLOW UP REPORT

EXECUTIVE SUMMARY

1. This report represents the results of an audit follow up review of the Direct Payments audit undertaken in the 2017/18 Financial Year. That initial audit gave a limited assurance opinion and a follow-up review was agreed with Adult Social Care and Support and Audit Committee requested an update on progress being made in this area.
2. Issues noted through the review (in summary) include:
 - Excellent progress in addressing the Internal Audit (IA) actions from the review. Management support and buy-in has been very forthcoming
 - Good progress in implementing any further management actions captured within their Rapid Improvement Plan (RIP) has also been made
 - Outcomes achieved from work completed include a more focussed and consistent approach and strength based support plans,
 - Further actions required to satisfy the recommendations in the audit review are set out in **Appendix A** and all demonstrate progress against every action
 - A "limited opinion" was given in the recent audit report and this area is also included in the Council's Annual Governance Statement (AGS). Due to some major actions not yet fully complete, it is not yet possible to issue a more positive audit opinion although this area is on track to be removed from the AGS in this financial year.

EXEMPT REPORT

3. This report is not exempt.

RECOMMENDATIONS

4. The Audit Committee is asked to note the contents of the report, the actions taken and any outstanding actions.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. The introduction of the Care Act (2014) states that everyone eligible for on-going council funded support receives this as a personal budget. Direct payments are the main way of taking a personal budget and good quality information and advice must be available to provide genuine and maximum choice and control so that people who use services and carers are given information about options for the management of their personal budgets, including support through a trust, voluntary or other organisation. Ensuring that the service is fit for purpose and operating effectively is critical to supporting adult social care and ensuring that in providing this service, the Council complies with the Care Act and safeguards vulnerable citizens.

BACKGROUND

THE DIRECT PAYMENT PROCESS

6. The Care Act (2014) states that everyone eligible for on-going council funded support receives this in the form of a personal budget. Direct payments are one of the ways of taking a personal budget. However the success of Direct Payments is dependent on having good quality information and advice being available to provide genuine and maximum choice and control enabling service users and carers to make informed choices on how they manage their personal budgets, including support through a trust, voluntary or other organisation.
7. Personal budgets and self-funding are important for Doncaster Council as they increase choice and independence for service users and carers enabling them to feel in control of their care so they are empowered to;
 - Decide the kind of support they need and when, where and how they receive it
 - Know the amount of money available to them for care and support needs, and can determine how this is used (whether it's their own money, direct payment or a council managed personal budget)
 - Get access to the money quickly without having to go through over-complicated procedures
 - Get skilled advice to plan their care and support, and are given help to understand costs and make best use of the money involved where they want and need it

8. Council managed personal budgets offer genuine opportunities for real self-direction. People who use social care (either people who use services or carers) are able to direct their available resource with processes and restrictions on the use of budgets must be kept to a minimum. To do this Doncaster Council must ensure that there is a market of diverse and culturally appropriate support and services that people who use services and carers can access to ensure that people have maximum choice and control over a range of good value, safe and high quality support provision.
9. However, following on from the initial audit review, it was recognised that Doncaster Council recognises it needs to better understand how people are spending their money on care and support, tracking the outcomes and using this information to improve delivery.
10. Over the past 18 months the Adult Social Care and Support Locality Teams focused on increasing the number of service users in receipt of a direct payment. The number of Direct Payments has increased from 450 in April 2016 to a forecast of 858 in April 2018. Uptake has increased by 91% in just over 3 years in line with the policy to increase the uptake of personal budgets onto direct payments.

Date	No. of Direct Payment Service Users	Direct Payments Spend (£)	Average £ of Direct Payment
April 2016	450	£5,684,639	£12,633
April 2017	608	£7,927,231	£13,038
April 2018	751	£10,340,635	£13,769
April 2019	858 (Projected for year-end)	£13,206,735 (Month 5 projection)	£15,392

11. The amount of money spent on Direct Payments has increased from £5.7m in 2015/16 to projected spend of £13.2m in 2018/19. This shows an increase of £7.5m (131%) within the 3 years.
12. Viewed alongside the increase in Direct Payment uptake of 91%, there is also a 22% increase in the average cost of a Direct Payment, which is a significant increase. The team are aware of this and looking into it, currently including undertaking a deep dive audit of all Direct Payments authorised to date this financial year, (**See Appendix C**).
13. The CareFirst system is used to create an assessment of the care required for a service user. A Resource Allocation System (RAS) is used to give an indication of the financial amount for the care required. An outcome care and support plan is then created to show how the care needs will be met. A financial contribution may or may

not be required by the service user dependent upon their financial circumstances. The financial assessments team gather financial information on a service user in order to establish whether a financial contribution is required and for what amount if applicable. Reviews should then be completed after 6 weeks of the commencement of care and then also on an annual basis after this to ensure that the care in place is meeting the needs of the service user. There are currently 1064 reviews outstanding for all areas, however there are 206 reviews outstanding for service users with a Direct Payment. Team Leaders who manage the locality teams have been to identify one member of staff per team to focus on reducing the number of reviews and this has been included as a task within the Direct Payment Rapid Improvement Project.

14. Once in place, direct payment audits are conducted by a separate team in Professional Business Support based in the Corporate Resources directorate according to the risk rating being applied to a case. The direct payment audits are completed on a rolling program. This information is currently stored outside of the CareFirst system and is therefore reliant upon care workers requesting this information when reviewing the status of a care plan. This information is required to ensure the personal budget is being spent as approved.
15. Once an audit has been completed, if any discrepancies are found then additional information will be requested and a Sales Invoice raised through the Accounts Receivable system if information is not subsequently provided or the direct payment is deemed to have been misspent. The debt recovery of the invoices raised is also monitored to try to maximise the income being received back to the Council.

RECOVERY OF DIRECT PAYMENT DEBTS

16. An audit was carried out in 2015/16 which identified major problems with the overpayment of direct payments. Subsequently the audit function was moved to be part of the Professional Business Support team within Corporate Resources. This team have proved to be highly successful in clearing the backlog of audit of direct payments, identifying and recovery of any overpayments.
17. Overpayments arise for a number of reasons, these include:
 - final balances, where care needs have ended and there is a remaining balance
 - unpaid service user contribution, where the service user should have been contributing to the care costs
 - No bank statements provided, where the Council cannot establish how the service users have spent the budget
 - misuse of the budget on items / services not meeting specified care needs
 - excess balance, where service users have not fully used the budget
18. As at September 2018 the total debt raised figure identified for direct payments since their commencement was £4.5m of which £3.2m has been repaid and payment plans

have been set up for £217k. The total remaining balance outstanding is £949k. In total £425k has been written off against the debt raised. The write off amount is 9% of the total debt which has been raised.

Date	Cumulative Debt Raised	Cumulative Paid	Cumulative Written off	Cumulative Outstanding Balance
As at Sept 15	£922,211.13	£291,233.18	£0.00	£630,977.95
As at Jan 18	£3,807,152.42	£2,492,552.61	£423,342.58	£891,257.23
As at Sept 18	£4,525,319.18	£3,151,350.63	£425,124.20	£948,844.35

MANAGEMENT RESPONSE FOLLOWING INTERNAL AUDIT REPORT MARCH 2018

19. The historical context of direct payments in Doncaster over the last few years has been changeable. A previous Head of Service had developed a Care Act compliant Direct Payment's policy and this was signed off by a previous Director in December 2016. However, the guidance was incomplete and was therefore never adopted. Subsequent Heads of Services came and went and groups were formed to develop paperwork and processes but this detail was never 'owned' by anyone or properly communicated resulting in Social Care Worker under-confidence and confusion. More recently direct payments were identified as requiring improvement including areas that internal audit had previously highlighted.
20. The Director has established Rapid Improvement Plans (RIP's) covering several areas within the directorate where a greater degree of pace and oversight was required. Direct Payments became part of an RIP led by new Head of Service, Debbie Crohn. Since commencing in Post in June 2018 Debbie Crohn has been responsible for tracking and delivery of outstanding audit actions and has established an Operational Group made up of Adult Social Care staff to work on these actions and others captured within the RIP.
21. Based on feedback from stakeholders, the Direct Payment Policy has been refreshed and other paperwork in relation to direct payments is being reviewed to ensure compliance with the Care Act. A robust workforce training plan is currently being developed and there will be mandatory training provided across the adult social care workforce from October 2018. Other initiatives include a plan to change direct payments to service users from weekly to 4 weekly in line with other local authorities. Letters inviting feedback from service users on this proposed change will be sent out shortly.
22. New Direct Payment agreements have been sent out to service users to reflect any changes and benchmarking information is being sought to ascertain how Doncaster performs in relation to similar authorities. A dedicated project manager for Direct

Payments was identified in July 2018 and the Direct Payments Rapid Improvement Project action plan is part of the 'weekly oversight' meeting to maintain momentum and implementation of the internal audit recommendations.

KEY ISSUES RAISED AT THE MARCH 2018 INTERNAL AUDIT REPORT

23. 24 audit recommendations were raised as part of the last audit, these were split as follows:

No. Raised	Major	Significant	Moderate
24	9	14	1

24. Key Conclusions / improvement areas highlighted included:

- Insufficient management focus leading to inconsistent processes, practices, and procedures. The drive and focus has been on increasing direct payment numbers without ensuring that adequate knowledge and expertise is in place to govern and manage these.
- A lack of responsibility within Adult Social Care of the financial implications once a direct payment had been set up with not all staff obtaining any relevant information which may need to be taken into account when conducting assessments or reviews.
- There was a backlog of care plan reviews.
- The Resource Allocation System (RAS), which guides the social care worker in making a decision about resource required to meet needs, had not been reviewed.
- A major concern previously raised was that Direct Payment audits were overdue and therefore it was unclear if people were spending their direct payment allocation as agreed. Following the transfer of this team to the Professional Business Support Team, these direct payment audits are now well established and the overpayment position is continuously managed and monitored. The direct payment audits identify excess balances, missing bank statements, shortfall of client contribution and misspends. The audit process is much more streamlined and debtor accounts are raised where required.
- There was minimal benchmarking against other authorities.
- Prepayment cards still required rolling out to all service users.

25. Personal budgets and direct payments was acknowledged by management during the March 2018 audit as an area which needs step improvement over its governance and control arrangements and a Program Management Team was established to this end.

ACTION TAKEN BY MANAGEMENT FOLLOWING INTERNAL AUDIT REPORT MARCH 2018

26. The current status of recommendations and their status is detailed in the table below:

Status	Major	Significant	Moderate	Total
No. Raised	9	14	1	24
No. Completed	4	9	0	13
No. Outstanding and in progress	5	5	1	11
No. not in progress	0	0	0	0

27. 13 out of the 24 recommendations have been completed, however 11 remain outstanding. These figures do not give a true reflection of the work carried out in this area, as all actions are in progress with clear plans in place for the completion of all the remaining actions.

28. The key outstanding actions include (**See Appendix A** which details the outstanding actions):

- Procedures need updating and disseminating to all staff,
- Support plans need to be completed in a clear and consistent manor,
- Review of care plans need to be up to date to ensure service users have the most appropriate care needs,
- Benchmarking needs to be completed to assess the Councils overall performance and
- Direct payment debt management needs embedding into the processes.

29. Whilst Direct Payments have been a key priority for DMBC for a number of years, little progress in terms of embedding them within a strengths based social care assessment process has been achieved. This has, in the main been due to a number of factors including;

- A clear lack of senior leadership
- The Direct Payment policy, procedure and guidance being inconsistent
- Lack of staff buy in to using Direct Payments

30. Consequently, two internal audits have been undertaken, both of which led to a series of recommendations being produced which required urgent actions. However, despite attempts to progress the implementation of the recommendations, limited progress was being made until the newly appointed Head of Service commenced in post in June 2018.

31. Debbie Crohn (Head of Service Adult Social Care and Support) is now the nominated person for Direct Payments and has identified Direct Payment champions within each of the Locality Teams and is in the process of further developing our Community Led Support Model which takes a strengths based approach. As the case study in

Appendix B shows the Head of Service is encouraging staff to think innovatively and creatively about how Direct Payments could be used to support assessed social care needs. The case study illustrates how the Amazon Alexa Echo Spot is being used to support a service user with Motor Neurone Disease.

32. A Business Change Lead with extensive experience of Direct Payments is working alongside Debbie Crohn to ensure a Direct Payment process is developed which is fit for purpose and Audit compliant. A robust rapid improvement project (RIP) plan has been produced in response to the outstanding audit recommendations. The RIP has focused on the following areas;
 - End to end review of the Direct Payment process
 - Identification and refresher training for staff on Direct Payments
 - Embedding of strength based and outcome based assessments and conversations
 - Review of the Resource Allocation System
 - Increasing the number of service users in receipt of a Direct Payment enabling service users to have control over care which meets their care needs

33. The RIP action plan is progressing well; this incorporates all of the actions included within the last internal audit report. It is being monitored on the Council's performance management system.

34. Key actions completed to date include;
 - Head of Service for Adult Social Care and Support identified as overall Lead for Direct Payments,
 - Identification of a business change lead to support the implementation of the internal audit recommendations,
 - A revised Direct Payment Agreement has been sent out to all Direct Payment recipients,
 - Training for frontline staff has been delivered on the correct use of Direct Payments,
 - Direct Payment Card Issuing process developed and operational across the Borough,
 - All new Direct Payments and Managed Accounts are issued a pre-payment cards and will not receive a Direct Payment through their own bank account,
 - Quality Assurance is routinely undertaken to ensure staff are working appropriately and a consistent approach is followed by all staff,
 - Terms of Reference for the Resource Allocation System (RAS) Panel are in place,
 - RAS Panel Approval decisions process in place,
 - A process has been established to share debtor information with frontline staff in order to help in the decision making processes taking place at reviews and assessments,

- Regular case audits are now completed by Advanced Practitioners to look at the quality of support plans,
- Employment checks are part of the Direct Payment Procedures,
- From October 2018 all Direct Payment requests will be authorised by the risk panel for a 3 month period to quality assure the policy and procedure where the care plan cost exceeds the RAS,

35. All of the outstanding actions are in progress and suitable actions are in place to be able to implement these. The key outstanding actions are summarised below and detailed in **Appendix A**:

- Commenced a review of the support planning process to ensure this meet the needs of Direct Payments service users and carers,
- Development and training of Direct Payment policy and procedures; the policy is due for approval and the guidance and procedures will follow,
- Regional and national benchmarking information is being developed,
- Direct payment (Money Management) Support Service commissioned and operational by 31st January 2019,
- Ascertain what the current levels of Direct Payment reviews are so resources can be allocated to reduce the outstanding reviews,
- Further work needs to take place to understand the number of direct payments in the system as well as projecting the budget for direct payments for subsequent years.

OPTIONS CONSIDERED

36. There are no specific options to consider within this report.

REASONS FOR RECOMMENDED OPTION

37. Not applicable.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

Outcomes	Implications
<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>There is potential with transformation to reinvest in more appropriate services and create local jobs for local people. This will in turn result in people having greater levels of income and therefore contributing more to communities.</p>

<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	<p>People will be supported to have more choice, independence and control over living a more independent life.</p>
<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work. 	
<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>There is potential with transformation to reinvest in more appropriate services. People will have greater levels of income and therefore contribute more to communities.</p>
<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce; • Modern, accessible customer interactions; • Operating within our resources and delivering value for money; • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents; • Building community resilience and self- 	<p>A review of these services will enable the Council and the CCG to ensure that future services provide value for money and that they align to the personalisation agenda.</p>

reliance by connecting community assets and strengths; <ul style="list-style-type: none"> • Working with our partners and residents to provide effective leadership and governance. 	
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RISKS AND ASSUMPTIONS

38. Potential risks include:

- Reputational damage to the Council as a result of a failure to undertake assessments within the required timescales;
- Litigation as a result of any failure to / delay in the assessment of an individual's circumstances should they be determined need in a care environment;
- Financial loss as a result of a failure to control payments being made to Direct Payment recipients

LEGAL IMPLICATIONS [Officer Initials HMP Date 11.10.18]

39. It is essential that there is a robust documented process in place. This ensures that vulnerable adults are appropriately supported and also allows the Local Authority to recover sums through the litigation process where a debt has arisen. The Statutory Guidance on Direct Payments contained within 'Care and Support Statutory Guidance' at Chapter 12 should be complied with.

FINANCIAL IMPLICATIONS [Officer Initials: PW Date: 15.10.18]

40. The estimated annual expenditure relating to Direct Payments as at Quarter 2 of 2018/19 is £12.9m, relating to approximately 890 service users. The measures identified in this report are more about operational measures around process, control, training, and support systems and not directly in regard to Financial Management. No savings are identified or expected from this piece of work but improvements in these areas should have the benefit of a better use of financial resources and a better understanding of what outcomes those resources are delivering. The greater scrutiny given to Direct Payment packages of support via an improved panel process and work on the RAS may actually reduce spend, although this is not yet quantifiable.

HUMAN RESOURCES IMPLICATIONS [Officer Initials KG Date 12.10.18]

41. Consideration should be given to ensuring a robust training and development programme for officers involved in the Direct Payment process to progress, develop and embed the necessary delivery changes.
42. Consideration should be given as to whether there needs to be an (temporary) increase in PBS staff numbers to ensure outstanding debits are actioned.

43. Some staff training sessions have already taken place on Direct Payments, and a mandatory half day training session will be rolled out for all ASC staff from October 2018; this will be following the sign off of the policy, procedure and guidance by the Assessment Project Board. Organisational Development and the Adults, Health & Wellbeing Directorate HR teams should be involved in this initiative.

TECHNOLOGY IMPLICATIONS [Officer Initials: PW Date: 12.10.18]

44. There are no specific technology implications in relation to this report / DIPS implications.

HEALTH IMPLICATIONS [Officer Initials: CH Date: 12.10.18]

45. Personal budgets and direct payments are one way that the council can transfer control and maintain the independence of local (eligible) residents. This transfer of control can empower local residents and this is likely to improve health and wellbeing. However, poor policy, poor support and a limited menu of support to choose from as well as poor governance (including overpayment of direct payments) will undermine this improvement in wellbeing. Decision makers will want to assure themselves of both the governance and the 'reach' of direct payments so whilst 858 residents use direct payments, it's not clear what the aspiration is for take up. Decision makers will also want to assure themselves that all groups of residents are able to take up direct payments even where additional support may be required.

EQUALITY IMPLICATIONS [Officer Initials: PRJ Date: 12.10.18]

46. Direct Payments are available to all adults in Doncaster with an assessed care need irrespective of age, disability, ethnicity, sexual orientation or religion.

CONSULTATION

47. None.

BACKGROUND PAPERS

48. Previous internal Audit reports on Direct Payments.

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**Doncaster
Council**

APPENDIX A

Outstanding Internal Audit Recommendations

Issue Identified	Risk Exposure	Agreed Management Action	Revised Date of Completion:
Procedures:	Major	Procedures will be documented for all the systems and processes in operation to ensure that all staff are consistent in their work. This is in progress. Guidance and procedures will be completed and training provided to staff to ensure everyone understands the information provided.	31 st December 2018
Training and qualifications:	Significant	Central arrangements will be in place to ensure training and qualifications are collated to evidence appropriate qualifications and training to complete their role.	31 st October 2018
Support plan details:	Major	All new Direct Payment support plans will be brought to the risk panel and will be reviewed to ensure that they are being completed appropriately and clearly state how it should be spent so that it is clear when it comes to a review. This became operational from 8 th October.	31 st October 2018
Resource Allocation System	Significant	The Resource Allocation System (RAS) will be part of the new system being implemented next year.	31 st August 2019
Nominated person for Direct Payments:	Significant	The arrangements for assessing nominated persons will be reviewed and then clearly communicated to all staff with training provided as appropriate.	31 st December 2018

Issue Identified	Risk Exposure	Agreed Management Action	Revised Date of Completion:
Backlog of Reviews:	Major	Work has continued with area teams to reduce the backlog figure and ensure these are as up-to-date as possible. One member of staff per locality team is focusing on reducing the number of reviews and this has been included as a task within the Direct Payment Rapid Improvement Project. The teams are closely performance managed by the Head of Service Adult Social Care and Support and holds regular clinics and this is a standing agenda item including backlog of reviews	31 st December 2018
Benchmarking Information:	Major	Some benchmarking has been completed using ASOCF data for Yorkshire & Humber. Management are working with the Performance Team to review the information that they hold in order to provide performance indicators for monitoring purposes.	31 st December 2018
Direct Payment Support Service:	Significant	The Direct Payment (Money Management) Support Service is planned to be commissioned and operational by 31st January 2019. The tender has been sent out at the end of September, due to be returned in October and be operational by January 2019.	31 st January 2019
Renaming Payment file:	Moderate	This process will be for resolved when the new system is operational in 2019.	31 st August 2019
Frequency of Payments to Service Users:	Significant	The frequency of payments for Direct Payments from weekly to 4 weekly can be accommodated within the new system. Consultation is currently being undertaken with service users to understand any concerns they may have to resolve before this is implemented.	1 st April 2019
Direct Payment Debt Management:	Major	Work continues with the Business Support Unit to look at embedding robust processes to manage Direct Payment debt management.	31 st January 2019

APPENDIX B

Using Alexa to meet social care assessed needs Direct Payment Case Study

The Central Locality are supporting Phillip a 30 year old gentleman with Motor Neurone Disease (MND) (slow progressive type) and is in receipt of a Direct Payment to meet his assessed social care needs. Phillip has recently learned to paint by mouth and has never asked for anything from Social Care. Phillip is a shy and gentle individual and the social worker at the yearly review identified as part of support planning that interventions were required in terms of his physical, mental and social wellbeing.

During the review it was identified there was funding in Phillip's Direct Payment account due to a reduction in the number of hospital appointment which were no longer needed and a reduction in the number of care calls. The social worker was keen to look at how Phillip's assessed needs could be met with the use of technology to increase his independence. Taking a strengths based approach and focusing on what is strong not what is wrong, it was agreed Phillip would use his Direct Payment to purchase an Amazon Alexa echo dot to increase his independence.

Phillip already had the internet and Amazon prime that he pays for himself. The benefits for Phillip of having an Alexa as it recognises his voice and because his hand function is almost nil it has enabled him to make calls, see who is at the front door, dim lights, get up to date news and to shop online. The cost of purchasing the Amazon Alexa Echo Dot was £129.

The service user has agreed to be part of an evaluation project that is currently being developed in partnership with the University of Leeds around the use of Alexa to meet assessed social care needs. Amazon have been contacted to ascertain if they would be willing to fund a pilot scheme as part of their commitment to supporting individuals who live in the vicinity of a fulfilment centre to roll out the usage of Alexa for service users with a long term social care need.

APPENDIX C

Additional Actions Raised During Current Review

Improvement Plan			
<u>Issue Identified</u>			
Increase in average cost of Direct Payments packages Whilst there has been a positive increase in Direct Payment uptake of 91%, there is however a concerning increase of 22% in the average cost of a Direct Payment.			
<u>Anticipated Exposure:</u> - Inconsistency of decisions for service users and therefore inappropriate plans may be agreed. Budgetary pressures on Adult Social Care.			
<u>Related Agreed Management Actions</u>			
<u>Action Title</u>	<u>Risk Exposure</u>	<u>Agreed Management Action</u>	<u>Responsible Officer:</u>
Increase in average cost of Direct Payment packages	Major	The team are currently undertaking a deep dive audit of all Direct Payments authorised to date this financial year to ensure the costs associated are reasonable and appropriate plans are in place for service users care needs.	Debbie Crohn, Head of Service Adult Social Care and Support
			<u>Estimated Date of Completion:</u> 31 st December 2018