

2013/14 Budget - Growth

Service: Adult Social Care – Demographic and complexity pressures

Proposal Number:

Description of Proposal – £ 1m in MTFS for demography and complexity of care increases.

Adult Social Care is facing considerable pressures due to demand led by both the increasing age profile of the local population but also the increasing complexity of people requiring eventual adult social care support. Key facts :

- **Expected population increases : from latest census output – 157,700 in 2012 to 197,000 by 2030.**
- **Over 85s expected population increase – 83% over similar period.**
- **Expenditure has increased from £ 21,704k to £ 26,970k for external provision (all client groups) in the four years 2007/08 to 2011/12. A 23% increase. In this period we only awarded an inflationary increase in 1 year and so this has been demand and complexity increases.**
- **In some areas numbers have now stabilised – traditional residential care and domiciliary care, reflecting the fact that we have been successful in keeping people out of those forms of care through more independent living options.**
- **However, other areas have seen increases – dementia, autism, mental health and direct payments reflecting the growth in demand in more complex areas and the changing service offer with people wanting to buy their own care packages.**
- **Thurrock does have high unit costs for Learning Disabilities and this has been the focus of the transformation and efficiency programme – aiming for a minimum of £ 300k savings a year over the next 3 years.**
- **However, cost of care is still rising. We receive over £ 2.4m reablement and social care funding from the PCT. If this had not been available we would have been in a far worse financial position.**
- **Cost of placement has been rising at 4/5% over the past four years. On an external placement budget of approx £ 27m net this results in the demand and complexity pressure of £ 1m which is reflected in the MTFS.**
- **Thurrock spends less on adult social care per head of population than other English local authorities - £ 323 ph as opposed to the England average of £ 353 (2010/11 – CIPFA);**

Proposed Growth

Proposed growth in 2013/14 £'000s	Proposed Growth in 2013/14 FTE Staff	Proposed Growth in full year £'000s	Proposed Growth in full year FTE Staff
£ 1m	0	£ 1m	0

	2013/14 £'000s	Full Year £'000s
People	-	-
Property	-	-
Third Party		
Infrastructure/Kit	-	-

Base Budget 2012/13

	£'000s
Expenditure	
Employees	
Other Direct Running Costs (Premises, Transport and Supplies)	
Third Party Payments	
Transfer Payments	
Capital Financing Costs	
Support Services Costs	
Gross Expenditure	
Income	
Sales, Fees and Charges	
Grant and External Contributions	
Support Services Income	
Gross Income	
Net Expenditure	
Base Budget 2012/13 Full time Equivalent Staff	

Recent Changes to Base Budget

	£'000s
Growth approved in the 2012/13 Base Budget	£ 1m
Savings approved in the 2012/13 Base Budget	0

Impact of Proposal on public / services	The rising cost of care has been recognised by many national studies and reports – Dilnot – July 2011; Adult Social care White Paper July 2012. The funding from the last CSR which has come via the PCT has been a very welcome injection of resources and has stabilised the position.
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	<p>However, the government has deferred a decision on Dilnot and the long term funding issue remains.</p> <p>We have focused the bulk of our transformation work over recent years on reducing costs in external placements, managing demand and redefini9ng the offer to ensure stronger emphasis on early intervention and building community resilience.</p>
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Impact of Proposal on performance	The care funding gap does need to be recognised otherwise we will be facing potential problems in meeting our duty of care.
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Impact of Proposal on staff	As above.
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Practical requirements regarding implementation and timetable	Will be required from 1 st April 2013.
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Equalities Impact	Currently we only fund people who meet critical and substantial under our Fair Access to Care Services (FACS) criteria. Any authorities that have tried to only fund critical have been subject to legal challenge because of difficulties caused by meeting your statutory legal duties under adult social care legislation.
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2013/14 Budget - Savings Proposal

Service: Adult Social Care

Proposal Number:

Description of Proposal – Section 256 LD budget : closed sites

This budget was part of an original budget used to supplement the Section 256 transfer from the Primary Care Trust for services for people with learning disabilities.

However, the Learning Disabilities and Health Reform grant now forms part of our direct allocation from the Department of Health and fully covers the service.

Therefore, this budget can be offered up without any reduction in service.

Proposed Saving

Proposed Saving in 2013/14	Proposed Saving in 2013/14	Proposed Saving in full year	Proposed Saving in full year
£'000s	FTE Staff	£'000s	FTE Staff
£ 145	0	£ 145	0

	2013/14 £'000s	Full Year £'000s
People	-	-
Property	-	-
Third Party		
Infrastructure/Kit	-	-

Base Budget 2012/13

	£'000s
Expenditure	
Employees	
Other Direct Running Costs (Premises, Transport and Supplies)	
Third Party Payments	
Transfer Payments	
Capital Financing Costs	
Support Services Costs	
Gross Expenditure	
Income	
Sales, Fees and Charges	
Grant and External Contributions	
Support Services Income	
Gross Income	

Net Expenditure	
Base Budget 2012/13 Full time Equivalent Staff	

Recent Changes to Base Budget

	£'000s
Growth approved in the 2012/13 Base Budget	0
Savings approved in the 2012/13 Base Budget	0

Impact of Proposal on public / services	None
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Impact of Proposal on performance	None
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Impact of Proposal on staff	None
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Practical requirements regarding implementation and timetable	Can be implemented from 1 st April 2013.
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Equalities Impact	None
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2013/14 Budget - Savings Proposal

Service: Adult Social Care

Proposal Number:

Description of Proposal – Deleting 1 database trainer post across adults and children's

A vacancy has occurred due to the resignation of the children's Integrated Children's System (ICS) trainer / database support post.

The opportunity will be used to reallocate that work – including some of the role being covered by the Integrated Adult System (IAS) post holder and staff using more e.training solutions and supplier help-desk.

Proposed Saving

Proposed Saving in 2013/14	Proposed Saving in 2013/14	Proposed Saving in full year	Proposed Saving in full year
£'000s	FTE Staff	£'000s	FTE Staff
£ 25k	0	£ 25k	0

	2013/14	Full Year
	£'000s	£'000s
People	-	-
Property	-	-
Third Party		
Infrastructure/Kit	-	-

Base Budget 2012/13

	£'000s
Expenditure	
Employees	
Other Direct Running Costs (Premises, Transport and Supplies)	
Third Party Payments	
Transfer Payments	
Capital Financing Costs	
Support Services Costs	
Gross Expenditure	
Income	
Sales, Fees and Charges	
Grant and External Contributions	
Support Services Income	
Gross Income	
Net Expenditure	
Base Budget 2012/13 Full time Equivalent Staff	

Recent Changes to Base Budget

	£'000s
Growth approved in the 2012/13 Base Budget	0
Savings approved in the 2012/13 Base Budget	0

Impact of Proposal on public / services	The work does need to be covered as the IAS/ICS systems are the core data sets for adults and children's social care. We will need to ensure this doesn't impact on front line services as a result – mainly through improved ways of working.
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Impact of Proposal on performance	None
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Impact of Proposal on staff	Vacancy will be deleted.
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Practical requirements regarding implementation and timetable	Can be implemented from 1 st April 2013.
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Equalities Impact	None
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2013/14 Budget - Savings Proposal

Service: Adult Social Care

Proposal Number:

Description of Proposal – Review of high cost learning disabilities residential placements

<p>On our CIPFA and Audit Commission benchmark data we are in the highest 20% of costs for residential care. As a result this has been the focus of a significant amount of work over the past 12 months as part of the Adult Social Care Transformation Programme.</p>
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We have targeted two specific areas :

- **Detailed price negotiations – we have engaged an external specialist company to look at Thurrock’s prices compared against national benchmark prices using care industry tools such as the care cost calculator. Spikes Cavell have been working with us the last 6 months and we targeted those suppliers who were costing us over £ 750 per week. This has resulted in over £ 150k forecast savings for 2013/14 and a further £ 150k for 2014/15.**

- **We have been looking to bring people back to Thurrock from out of borough placements into more suitable accommodation within Thurrock. In a piece of excellent joint work with Housing we have identified some vacant warden sheltered flats that have been converted for use by people with learning disabilities with high care needs but who we feel can be managed locally with floating support and living in supported accommodation. People will be moving into their new flats over the next 3 – 6 months. A care agency has recently been appointed to provide care and the housing works are nearly complete. The full net savings (once the cost of the local care option has been fully calculated) will need to be fully calculated but will be in the region of £ 150k in 2013/14 with a further £ 150k in 2014/15.**

Proposed Saving

Proposed Saving in 2013/14	Proposed Saving in 2013/14	Proposed Saving in full year	Proposed Saving in full year
£'000s	FTE Staff	£'000s	FTE Staff
£ 300k	0	£ 300k	0

	2013/14 £'000s	Full Year £'000s
People	-	-
Property	-	-
Third Party		

Infrastructure/Kit	-	-
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Base Budget 2012/13

	£'000s
Expenditure	
Employees	
Other Direct Running Costs (Premises, Transport and Supplies)	
Third Party Payments	
Transfer Payments	
Capital Financing Costs	
Support Services Costs	
Gross Expenditure	
Income	
Sales, Fees and Charges	
Grant and External Contributions	
Support Services Income	
Gross Income	
Net Expenditure	
Base Budget 2012/13 Full time Equivalent Staff	

Recent Changes to Base Budget

	£'000s
Growth approved in the 2012/13 Base Budget	0
Savings approved in the 2012/13 Base Budget	0

Impact of Proposal on public / services	<p>The view of officers is that this will offer a better service and more locally. As regards the first proposal we will need to carefully monitor the situation with our providers to ensure that the care market is not destabilised by driving down the price we pay for care.</p> <p>Also with the local sheltered accommodation scheme we will need to monitor the placements carefully as some people have been in distant highly supported placements for some years.</p>
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Impact of Proposal on performance	See above
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Impact of Proposal on staff	None
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Practical requirements regarding implementation and timetable	Can be implemented from 1 st April 2013. We will need to ensure that people manage within their new placements and be prepared for some breakdown in placements. However, we hope these will be minimal.
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Equalities Impact	As stated above we feel that this will offer potentially a better service for a very vulnerable group of service users. We need to make sure that we promote independence whilst at the same time ensuring we deliver our duty of care.
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2013/14 Budget - Savings Proposal

Service: Adult Social Care – Domiciliary care

Proposal Number:

Description of Proposal – Reduction in costs for domiciliary care tender

Our new domiciliary care contract will commence on 1st February 2013. We are nearing the end of the procurement exercise and have set a fixed declared rate as part of the tender exercise.

We have reduced the declared rate that we will be paying our providers down from £ 13.96 per hour to £ 13.00 per hour (following extensive market testing and assessment of similar procurements elsewhere).

Despite the reduction in rates we have still had a very healthy level of interest in the proposed tender.

The hourly rate reduction is approx 6%. The amount we pay our providers is between £ 3.5m and £ 4m net per annum. Demand does fluctuate from year on year but our estimate is that this will save £ 200k per annum.

Proposed Saving

Proposed Saving in 2013/14 £'000s	Proposed Saving in 2013/14 FTE Staff	Proposed Saving in full year £'000s	Proposed Saving in full year FTE Staff
£ 200,000	0	£ 200,000	0

	2013/14 £'000s	Full Year £'000s
People	-	-
Property	-	-
Third Party		
Infrastructure/Kit	-	-

Base Budget 2012/13

EH013	£'000s
Expenditure	
Employees	
Other Direct Running Costs (Premises, Transport and Supplies)	
Third Party Payments	
Transfer Payments	
Capital Financing Costs	
Support Services Costs	
Gross Expenditure	
Income	
Sales, Fees and Charges	

Grant and External Contributions	
Support Services Income	
Gross Income	
Net Expenditure	
Base Budget 2012/13 Full time Equivalent Staff	

Recent Changes to Base Budget

	£'000s
Growth approved in the 2012/13 Base Budget	0
Savings approved in the 2012/13 Base Budget	0

Impact of Proposal on public / services	We have not changed the specification but have reduced the rates we pay our domiciliary care providers. We have a tight performance schedule and a detailed outcomes framework. We will need to monitor this carefully to ensure that the reduction in rates from £ 13.96 to £ 13.00 does not affect the quality of care on offer. This will be done by our in-house contracts compliance and brokerage team.
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Impact of Proposal on performance	See above.
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Impact of Proposal on staff	None – external providers.
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Practical requirements regarding implementation and timetable	Can be implemented from 1 st April 2013.
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Equalities Impact	None direct on the Council. However, we are fully aware that the majority of staff who provide the care are women and low paid. By the very nature of the service we are providing a service to vulnerable service users. We need to ensure we maintain the right balance between quality and price at all times.
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Draft Business case template for savings

<p>Portfolio Health and Adult Social Care</p>	<p>HOS Les Billingham</p>	<p>Budget Various</p>
<p>Budget Code</p>	<p>SE401 & SE300</p>	
<p>Description of service or information required</p>	<p>Provider Side Efficiency Review</p> <p>1. Carers Centre – SE401</p> <p>An efficiency review was undertaken on Carers Services in 11/12 which produced a service improvement recommending outsourcing information and advice to carers. Procurement of the service is now complete and a new contract has been awarded to a local third sector consortium. This will signal an improvement to the service which will now be provided across Thurrock replacing the Grays centric that previously existed. The Carers Centre will still support several groups and respite services including, Carers UK, Multiple Sclerosis Society, Essex Coalition for Disabled People, Young Carers and Pavis Foundation.</p> <p>Phase 2 efficiency will now take place looking to provide locality accommodation for the remaining groups and services in Council premises which currently have periods of under occupation (day centres and locality bases) This will enable the Carers Centre to be returned to the Council for disposable as part of the asset rationalisation strategy.</p> <p>Savings £42k</p> <p>2. Collins House –SE 300</p> <p>Collins House now provides 14 intermediate care beds which enable people to be discharged earlier from Hospital and undergo a period of rehabilitation before returning home.</p> <p>Reducing discharge delay is a key are for the Hospital and therefore intermediate care is co-funded by health who also contribute towards staffing costs.</p> <p>This service offers significantly improved outcomes for the citizen and produces savings for the overall Social Care contribution to support this facility.</p> <p>In addition we have introduced our own “bank” of as and when staff who offer greater reliability and are more cost effective than using agencies.</p> <p>These 2 initiatives will save £58k from the Collins House budget.</p>	

Accountable cost	£203k – Carers Centre – new contract value £161k per annum £1,032,785 - Collins House
Savings 13/14	Carers Centre - £42k Collins House - £58k = £100k
Implications	