



Leicester  
City Council

# Adults and Housing Department

## *Adult and Community Services Portfolio*

DRAFT DEPARTMENTAL  
REVENUE BUDGET STRATEGY  
2007/08 to 2009/10

**Proposals of the  
Corporate Director**

**For consideration by the  
Cabinet  
19<sup>th</sup> February 2007**

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## **Abbreviations**

A&H	Adults and Housing Department
A&CS	Adult and Community Services
CPA	Comprehensive Performance Assessment
CSCI	Commission for Social Care Inspection
DAAT	Drug and Alcohol Action Team
DfES	Department for Education and Skills
DH	Department of Health
EPH	Elderly Person's Home
FSS	Formula Spending Share
FTE	Full Time Equivalent staff
JSA	Joint Service Agreement
LAA	Local Area Agreement
LPSA	Local Public Service Agreement
LSC	Learning and Skills Council
NHS	National Health Service
NRF	Neighbourhood Renewal Fund
OFSTED	Office for Standards in Education
PCT	Primary Care Trust (NHS)
SC&H	Social Care and Health Directorate
YOS	Youth Offending Service

## **Social Care Service User Age Groups**

Up to 17 years	Children	<i>(primarily the responsibility of the Children and Young People's Services Department)</i>
18 – 64 years	Adults	
65 and over	Older People	

## **SECTION 1**

### **Background to Departmental Revenue Strategies**

#### **1.1 Corporate Background to the DRS**

For a number of years, the Council has been operating a medium term financial strategy. Scrutiny Committees will consider the budget proposals for 2007/08 (with forward planning for 2008/09 and 2009/10) in January 2007, followed by consideration of final proposals by Cabinet and Council in February 2007. The financial strategy is one of four key resource strategies that support the Council's key policy aims and objectives. It sets out the Council's overriding financial policies within which departmental medium term planning and the Council's annual budget setting operate. It offers significant benefits including: -

- Providing more stability than single year budgeting, thus enabling services to be planned with more certainty;
- Increasing transparency and openness in the decision making process;
- Enabling the Council to plan its spending to support overall corporate priorities, with a clear strategic relationship between the priorities and the budget;
- Changes to individual budgets can be seen in the context of an overall strategy, rather than being considered piecemeal.

Departmental Revenue Strategies are prepared in the context of a corporate strategy. They detail specific budget proposals to balance departmental budgets to agreed planning targets, and respond to the wider objectives of the corporate strategy. They hence provide the means of delivering the Council's overall Financial Strategy.

#### **1.2 Adult and Community Services DRS**

This Revenue Strategy sets out the budget for the Adult and Community Services portfolio of the Adults and Housing Department. It describes the context in which the budget strategy is set. It also provides details of existing budget allocations and the portfolio of services and structures, identifies issues relating to existing spending and historic funding, and contains proposals with regard to the budget for the three year period 2007/08 to 2009/10.

The Adult and Community Services (A&CS) Department was created in April 2006, together with the Children and Young People's Services Department, to bring together within a single department the services for children / young people and adults / older people respectively.

The A&CS Department services were drawn from the former Social Care and Health Department (Adult and Older People Social Care, and “hosted” Resources support functions), the former Education and Lifelong Learning Department (Adult Learning and Community Services), the Regeneration and Culture Department (Advice Services and Community Safety) and the then Housing Department (Supporting People and the Local Anti-Social Behaviour Unit).

In November 2006, the A&CS Department merged with the Housing Department to form the Adults and Housing Department.

This Departmental Revenue Strategy relates to the portfolio of services provided by the former A&CS Department. A separate Strategy has been prepared for the portfolio of the former Housing Department. The budgets of the two former departments will be brought together for the 2007/08 financial year, as the new Adults and Housing Department takes shape.

The budgets and staff for departmental support services, departmentally held budgets and central recharges currently “hosted” by the A&CS and C&YP Departments will be disaggregated into the new departmental structures in April 2007. This will result in a net transfer of support budgets and staff from the Adults and Housing Department to the C&YP Department, which will impact on the resources and finance capacity in the Adults and Housing Department.

There is also an indication that further service reconfiguration between Departments may take place, which would necessitate further budget disaggregation and transfers.

## **SECTION 2**

### **Overview of Services and the Vision for the Future**

#### **2.1 Overview of Services**

Adult and Community Services plays a vital role in the work of the Council. Our mission is to enable all adults to live fulfilling lives, by promoting independence, health and quality of life. This is fundamental to the vision for Leicester in 2025.

**Our Adult and Older People's Social Care role** is to assist people of all ages, and from all backgrounds, who need protection or who are in crisis. We advise individuals or signpost them to other agencies, and where required we arrange services - either at home, within other family units, in day or residential care, in supported living or increasingly through an individualised budget or direct payment. Our key aim is to promote the independence of people who use our services.

The provision of Social Care services is subject to an assessment of need and to eligibility criteria set by the Council or by law. Many of our residential and non-residential services for adults and older people are subject to a financial means test, to determine the level of charges to be paid by the service user, up to the full cost. The legislative background of targeted Social Care services is set out later in this Section.

**Our role as the lead Department for Safer and Stronger Communities** includes targeted support through the Youth Offending Service and the Drug and Alcohol Action Team, and services for the benefit of the wider community such as Community Safety, Adult Education and Community Services.

**The Department operates the Supporting People programme**, which offers people the opportunity to improve their quality of life through greater independence. It promotes housing-related support services, which are cost effective and reliable, and which complement existing care services.

#### **2.2 A Vision for the Medium Term Future**

This section sets out a broad medium term direction of travel for the services within the A&CS portfolio. It is built on the key themes of independence, well-being and choice, contained in the White Paper 'Our Health, Our Care, Our Say', and associated guidance on the Statutory role of the Director of Adult Social Services. These together require a step change in the way services are provided to adults with social care needs, linked to a wider social inclusion agenda for all adults which is relevant to the whole range of our services.

Key to success will be the engagement of partners within and outside the Council. The strategy will build on universal services, identifying how they can be improved

or developed to ensure that all people can access them. It will also identify approaches to working in neighbourhoods and communities to strengthen local involvement, support networks and services so that communities are more able to support vulnerable people. The strategy will identify interventions to enable people to remain independent, as well as developing specialist services, for those with higher needs.

Our mission is to enable all adults to live fulfilling lives, by promoting independence, health and quality of life.

**Our aim is for things to be different and better for local people:**

- Feel safer within their communities and experience less crime.
- Have improved health outcomes.
- Enjoy social, housing, leisure and learning opportunities in local settings.
- Enjoy community life and be key partners in determining local solutions.
- Be able to develop aspirations, and participate in learning and employment.
- Have more choice and control in arranging services.

**Services will be improved by:**

- One- stop shop facilities to access Council services through technology.
- Greater use of community and neighbourhood centres.
- More joint commissioning of services with the NHS, Police, and other Departments and with users and communities.
- Greater co-location of services through a single point of access.
- More community based services to prevent hospital admissions and promote rehabilitation.
- Services for the most frail provided in the home or nearer to home.
- More Extra Care housing and less emphasis on residential care.
- More opportunities for disabled people in community settings.
- Specialist health and social care teams for adults with complex needs.
- Implement the Respect Standard to tackle anti-social behaviour.



**Examples of Progress to date include:**

- The Braunstone Health and Social Care Centre is now open and Charnwood Joint Service Centre due for completion in 2008.
- Building work has started Leicester's first Extra Care Housing Scheme
- The reprovisioning of day services within Learning Disabilities, freeing up resources to support those with profound and multiple needs through community based services.
- We have chosen to participate in the national individualised budgets pilot, enabling service users to have more choice and control about services.
- National recognition for the Leicester Disability Information Network.
- A major review of the Adult Learning Service.
- Co-located staff in community mental health teams.
- Lead commissioning for learning disability services, and working towards co-location with health staff.

**The key priorities for future change are:**

- Create a strategy for Adults and Older People, working with our partners.
- Develop frameworks for joint commissioning with the Leicester PCT.
- Develop clear and robust commissioning plans, setting out what needs to be achieved at what price and with what outcome.
- Further develop services with our partners, co-locating staff and budgets wherever possible.
- Accelerate the development of Extra Care Housing and Supported Living and alternatives to keep people at home.
- Develop a comprehensive user involvement strategy.
- Re-provide NHS campus homes enabling people with learning disabilities to live as part of the community.
- Develop a targeted prevention strategy.
- Develop specialist services for the most vulnerable with high levels of need.
- Achieve a step change in re-ablement, rehabilitation, intermediate care and assistive technology.

## **2.3 Key Financial Issues in Implementing the Vision**

**Adult and Older People's Social Care** - In common with other Adult Social Care departments nationally, a major challenge is to balance the demand, supply, cost and resourcing of services. There are continuing pressures from increasing levels of need amongst our service users, and ever-increasing costs due to statutory care standards and pressures in the employment market. For example:

- Leicester has an ageing population, with an expected increase of 27% in the over 85-age group in the next twenty years.
- 1 in 4 people over 85 will develop dementia.
- The cost of care for over 85's is significantly higher than that of under 85's.
- The learning disability population will rise to 14% by 2021.
- The number of younger people with severe disabilities is increasing by 1% each year.
- Possible further immigration from Eastern Europe

In addition, Service User Transport has been historically under-funded, and continues to be a key financial issue. A corporate efficiency review was undertaken in 2004, and £300,000 was taken from the Adults and Older People's budget in 2005/06. However, the efficiencies have not yet been delivered and costs have continued to rise. The deficit in 2007/08 assuming the planned budget provision (without any further growth or reductions) and no changes to the costs would be in the order of £1.1m.

These pressures require difficult decisions on the service areas and client groups to which Council resources and external funding should be directed and prioritised. Through partnership working, it is proposed to continue changing our social care services from support of a smaller number of people with high dependency at high cost, to earlier intervention and support services delivered at lower cost and reaching more people.

**Community Services** - Significant budgetary and service pressures also exist in the Community Services area, where services have not been reconfigured in line with previous years' budget reductions. The expectations of community and neighbourhood centre users continue to exceed the service that can be provided from the current budget.

**Adult Learning Service** – This has undergone a major reconfiguration in the last year to meet the outcome requirements of the Learning and Skills Council and to reduce its costs to stay within the reduced LSC funding. This has led to a number of concerns about the service changes that have resulted, and there is still some way to go before all aspects of the reconfiguration are complete.

**Managing these issues** - One of the key ways of achieving the right service balance, and maximising use of the available resources, is to link targeted and universal services, both within the Department and in partnership with external services such as the NHS and the voluntary and independent sectors.

For example, new Health and Social Care and Joint Service Centres will focus on reducing health inequalities and providing better social care and customer access services. The first centre has already opened at Braunstone through the New Deal for Communities project, the Charnwood Centre development under the 'Leicester LIFT' initiative is underway, and more centres across the City are planned.

Other key partnerships being developed include Adult Mental Health services where the Leicestershire Partnership NHS Trust is taking the lead, and services for people with Learning Disabilities where the Department is leading a co-located and co-working City Council and NHS service. The City, County and Rutland Councils and the City and County NHS Primary Care Trusts work in partnership to provide community equipment services. This is in line with the Government's expectations that services will increasingly be delivered through partnerships.

## **2.4 Resource Options for Implementing the Vision**

Whilst investment in social care has been a Council priority in recent years, there is continued pressure on resources due to demand and expectations for all our services and an increasing cost base from labour market pressure and statutory requirements. A variety of approaches will be needed to resource the transformation agenda, whilst also continuing to meet the costs of on-going responsibilities and services. These approaches could include:

- The use of 'Invest to Save' initiatives.
- Developing a large- scale capital programmes for Extra Care Housing and supported living for older people and adults with mental health needs.
- Remodelling residential homes into Extra Care schemes.
- Greater use of LIFT Health and Social Care/ Joint Service Centres.
- Developing the use of community centres and other settings such as libraries and extended schools within the context of a wider Neighbourhood Strategy, to provide venues for social care services and wider community use.
- Maximising the use of short term funding streams.
- Using the flexibilities and opportunities of the Local Area Agreement.
- Redirecting resources from lower need social care services.

- Joint initiatives with the NHS, e.g. joining up functions to achieve more efficient ways of achieving our desired outcomes.
- Efficiencies from the commissioning of support functions arising from the merger of the Housing and A&CS Departments.

## **SECTION 3**

### **Background Service, Financial and Structural Information**

This section presents background information on the Departmental structure, staffing, budgets, partnerships, our service users and customers, the legislative requirements for targeted services, links with national and local plans and agreements, and staff awareness and involvement.

#### **3.1 Structure and Staffing of the Department**

The Corporate Director of Adults and Housing heads the Department.

Adult and Community Services are delivered through four Divisions, each headed by a Service Director responsible to the Corporate Director:

- **Older People** (Social care for people aged over 65, plus advice services)
- **Community Care** (Social care for Adults aged 18-64)
- **Safer and Stronger Communities** (Adult Learning, Youth Offending Service, Drug and Alcohol Action Team, Community Safety)
- **Strategy, Commissioning, Performance and Business Support**

There are some 1,500 full time equivalent posts (FTE) on the establishment list across the Department. The budget assumes a managed vacancy factor.

Further details of the responsibilities, staffing and budgets of each Division are given below.

##### **3.1.1 Older People's Division**

The Division is responsible for managing Community Care statutory responsibilities for older people aged 65 and over (but excluding Mental Health social work), working with the NHS and other partners. The Division provides residential and intermediate care for all older people including Mental Health, day care, domiciliary care services for all age groups, and hospital social work for all clients aged 18+. These are arranged using the Department's own in-house services and by working with the independent and voluntary sectors and the NHS.

The gross budget is £32.5m and there are 583 FTE staff.

### **3.1.2 Community Care Division**

The Division is responsible for managing Community Care statutory responsibilities for adults (aged under 65), and Mental Health Act responsibilities for adults and older people, working with the NHS and other partners. The Division manages adult fieldwork and assessment services, and community services for adults with mental health needs, or physical, sensory and learning disabilities. Services are commissioned from a range of providers, including in-house units and the voluntary and independent sectors. Adult Mental Health services are provided in partnership with the Leicestershire Partnership NHS Trust, to which staff have been seconded from Leicester, Leicestershire and Rutland councils. The City Council has recently become responsible for lead commissioning and pooled budget management for Learning Disability Services, with co-location of staff and services with the NHS.

The gross budget is £49.6m and there are 398 FTE staff.

### **3.1.3 Safer and Stronger Communities Division**

This Division is responsible for a range of services aimed at making communities in the City safer and stronger:

- The Adult Learning Service, which provides adult education opportunities in line with Learning and Skills Council funding agreements;
- Community Services which provides community centres and neighbourhood centres across the City;
- Community Safety and the Local Anti-Social Behaviour Unit which are in place to reduce the incidence, impact and fear of crime;
- The Drug and Alcohol Action Team, which is a Government funded partnership to address issues caused by substance misuse; and
- The Youth Offending Service, which provides a range of services for young offenders as required by legislation, aimed at preventing re-offending behaviour and enabling young people to make a constructive contribution to the community in the future. The Service is a multi-agency team, with resources and seconded staff from A&CS, Education, Probation, Police, Connexions and the NHS.

The gross budget is £16.5m and there are 293 FTE staff.

### **3.1.4 Strategy, Commissioning, Performance and Business Support Division and Directorate**

The Division is responsible for operational and strategic commissioning, performance and business support to the Department. This includes accountancy and financial operations, information systems, human resources, staff development, health and safety, accommodation, procurement, management of contracts with the private, voluntary and independent sectors on behalf of operational staff in other Divisions, business support, performance reporting and review, the Supporting People programme and development of strategic commissioning arrangements. The Division holds a number of budgets for the benefit of the Department overall, including repairs and maintenance, equipment, office supplies and staff development.

The Division currently “hosts” the Resources and Business Support functions previously in the former Social Care and Health Department. Early in 2007/08, these functions will be reconfigured in line with the current Corporate Director and departmental responsibilities and with the Business Improvement Programme that will see significant areas of support services arranged on a council-wide basis. The Directorate comprises the Corporate Director and Service Directors.

The gross budget is £13m plus £17m Supporting People programme, and there are 254 FTE staff.

### **3.2 The Budget**

The Department’s gross total planned revenue spending is in £128.6m per annum. This is funded by the net budget of £69.2m allocated by the Council, together with specific grants from the Government and other statutory agencies such as the Learning and Skills Council, charges to service users and other external income. The Department manages a capital programme, which in 2006/07 is £1.8m.

The revenue budget summary as at December 2006 for the Department is shown at **Table 2** on page 12.

**Table 1 – Summary of Staffing and Budgets 2006/07**

<b>Full Time Equivalent Establishment</b>	<b>1,528 FTE</b>
<b>Gross Controllable Revenue Budget</b>	<b>£128.6m</b>
<b>Net Controllable Revenue Budget (Funded by the Council)</b>	<b>£ 69.2m</b>
<b>Capital Programme</b>	<b>£1.8m</b>

**Table 2 – 2006/07 Budget Summary – Adult & Community Services (page 1 of 2)**

Service Area	Employee Costs £000s	Running Costs £000s	Income £000s	Total Controllable £000s	Net Recharges £000s	Capital Charges £000s	Total Budget £000s
<b>Older People Services</b>							
Care Services:							
Domiciliary Care	3,124.8	220.0	(3,176.3)	<b>168.5</b>	43.4	4.5	<b>216.4</b>
Older People Services	943.8	12,135.2	(3,942.9)	<b>9,136.1</b>	2,352.1	0.0	<b>11,488.2</b>
Intermediate Care	1,282.8	576.1	(412.5)	<b>1,446.4</b>	372.4	32.2	<b>1,851.0</b>
Voluntary Sector	0.0	1,973.3	(77.9)	<b>1,895.4</b>	488.0	0.0	<b>2,383.4</b>
Elderly Persons Homes (in-house)	5,201.5	855.2	(1,939.5)	<b>4,117.2</b>	1,060.0	143.8	<b>5,321.0</b>
Access, Hospital Social Work and Management:							
Hospital Social Work	814.2	1,462.2	(845.2)	<b>1,431.2</b>	368.5	0.0	<b>1,799.7</b>
Access (Older People)	1,030.4	652.0	(51.2)	<b>1,631.2</b>	420.0	0.0	<b>2,051.2</b>
Older People Management	331.2	1,027.7	(1,269.8)	<b>89.1</b>	22.9	0.0	<b>112.0</b>
Advice Services	261.7	578.4	(18.3)	<b>821.8</b>	211.6	0.0	<b>1,033.4</b>
<b>Total Older People Services</b>	<b>12,990.4</b>	<b>19,480.1</b>	<b>(11,733.6)</b>	<b>20,736.9</b>	<b>5,338.9</b>	<b>180.5</b>	<b>26,256.3</b>
<b>Community Care (Adults)</b>							
Mental Health:							
Mental Health - under 65s	2,281.2	4,887.3	(2,303.0)	<b>4,865.5</b>	1,252.7	33.9	<b>6,152.1</b>
Mental Health - over 65s	1,243.5	8,033.0	(3,665.4)	<b>5,611.1</b>	1,444.7	33.9	<b>7,089.7</b>
Learning Disabilities	4,826.4	17,466.9	(9,995.9)	<b>12,297.4</b>	3,166.1	374.7	<b>15,838.2</b>
Promoting Independence	1,990.7	5,321.9	(822.1)	<b>6,490.5</b>	1,671.1	29.3	<b>8,190.9</b>
Access and Management:							
Adults Access	675.9	978.3	(106.0)	<b>1,548.2</b>	398.6	0.0	<b>1,946.8</b>
Community Care Management	737.8	1,145.1	(571.0)	<b>1,311.9</b>	337.8	0.0	<b>1,649.7</b>
<b>Total Community Care (Adults)</b>	<b>11,755.5</b>	<b>37,832.5</b>	<b>(17,463.4)</b>	<b>32,124.6</b>	<b>8,271.0</b>	<b>471.8</b>	<b>40,867.4</b>



**Table 2 – 2006/07 Budget Summary – Adult & Community Services (page 2 of 2)**

Service Area	Employee Costs £000s	Running Costs £000s	Income £000s	Total Controllable £000s	Net Recharges £000s	Capital Charges £000s	Total Budget £000s
<b>Safer &amp; Stronger Communities</b>							
Youth Offending Service	1,986.6	606.4	(1,461.0)	<b>1,132.0</b>	76.2	0.0	<b>1,208.2</b>
Drug & Alcohol Action Team	148.2	2,344.1	(2,492.3)	<b>0.0</b>	0.0	0.0	<b>0.0</b>
Community Safety and Anti-Social Behaviour	823.6	357.9	(18.2)	<b>1,163.3</b>	52.7	0.0	<b>1,216.0</b>
Adult Skills and Learning [direct income and costs]	3,453.0	1,842.2	(6,092.0)	<b>(796.8)</b>	807.0	0.0	<b>10.2</b>
Community Services	2,200.5	2,765.4	(2,051.4)	<b>2,914.5</b>	0.0	0.0	<b>2,914.5</b>
<b>Total Safer &amp; Stronger Communities</b>	<b>8,611.9</b>	<b>7,916.0</b>	<b>(12,114.9)</b>	<b>4,413.0</b>	<b>935.9</b>	<b>0.0</b>	<b>5,348.9</b>
<b>Supporting People</b>	<b>466.9</b>	<b>16,430.6</b>	<b>(16,674.4)</b>	<b>223.1</b>	<b>40.2</b>	<b>0.0</b>	<b>263.3</b>
<b>Directorate</b> (former Social Care and Health)	<b>531.1</b>	<b>41.5</b>	<b>0.0</b>	<b>572.6</b>	<b>(572.6)</b>	<b>0.0</b>	<b>0.0</b>
<b>Resources</b> (former Social Care and Health):							
Commissioning and Hosted Resources	8,147.0	2,372.4	(1,423.0)	<b>9,096.4</b>	(9,096.4)	0.0	<b>0.0</b>
Controllable Central Recharges and Departmental Costs	79.3	1,909.4	0.0	<b>1,988.7</b>	(1,988.7)	0.0	<b>0.0</b>
<b>Total Resources</b> (former Social Care and Health)	<b>8,226.3</b>	<b>4,281.8</b>	<b>(1,423.0)</b>	<b>11,085.1</b>	<b>(11,085.1)</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL ADULT &amp; COMMUNITY SERVICES</b>	<b>42,582.1</b>	<b>85,982.5</b>	<b>(59,409.3)</b>	<b>69,155.3</b>	<b>2,928.3</b>	<b>652.3</b>	<b>72,735.9</b>

### **3.3 Our Service Users and Customers**

Some of the Department's services are universally available to all citizens, such as community centres and Adult Learning. Our Social Care, Youth Offending Service and the Drug and Alcohol Action Team services are targeted at people who require more specific support, such as frail older people, people with physical and/or sensory disabilities, people with learning and/or sensory disabilities, people with mental health difficulties, people with HIV/AIDS, people with drug and/or alcohol problems, people with a terminal illness, young offenders, asylum seekers and people who are carers for other people.

Some key statistics about Leicester's population with direct relevance to our services are:

- Older people form 13.5% of the population
- 22% of people from Black and Minority Ethnic communities are over 65
- 5.3% of older people live alone
- 6.4% of adults are permanently sick and disabled
- 0.5% of the population have learning disabilities
- 9.5% of the population are carers of other people, usually family members

### **3.4 Partnerships**

We work in partnership with individuals, other Council departments and a range of statutory and non-Statutory organisations and agencies such as the NHS, Police, Probation, Residents' Associations, the Learning and Skills Council, the Youth Justice Board, Voluntary Action Leicester, Connexions, the Leicester Strategic Partnership, Leicestershire County Council and Rutland County Council. Many of our services are arranged and delivered by private sector and voluntary organisations.

Our work with the NHS is designed to achieve seamless health and social care services, through joint team working and co-location of staff. Our major partnerships with the NHS, such as Adult Mental Health and Learning Disabilities, are planned and delivered in conjunction with the County and City PCTs and the Leicestershire and Rutland County Councils.

We have similar aims in our work with the Children and Young People's Services Department, which is responsible for the social care of under 18 year-olds, in addition to the wider Children's agenda.

Our significant key external partnerships are set out in **Table 3** overleaf, with brief details and the annual contributions by the Council and external partners. There are also a number of smaller partnerships and joint arrangements, such as the Emergency Duty Team, workforce development and the pooling of development funding such as that for implementing the Mental Capacity Act.

**Table 3: Key External Partnerships (page 1 of 2)**

Partnership	Overview	Leicester City Council Contribution £	Other Partner Contributions £
Learning Disabilities Lead Commissioning	Lead commissioning of LD services funded by the Council and the City PCT, including services provided by the Council and the Leicestershire Partnerships NHS Trust (LPT). This is part of county-wide arrangements. Funding is either formally pooled under s31 of the Health Act 1999, held directly by partners or passed to the Council under s28a of the NHS Act 1977. Current agreements run until March 2007, and will be expanded and updated from April 2007. The pooled budget with the City PCT covers a number of services including third party contracts, the Learning Disabilities Development Fund and complex care.	s31 pooled: £1.9m  Not pooled: £9.3m	s31 pooled: £6.1m  Not pooled: £11.1m (Countywide NHS funding)
Adult Mental Health	A shadow pooled budget for Adult Mental Health services, led by the LPT NHS Trust. The function is delegated under a s31 agreement which runs until March 2008. This is part of county-wide arrangements.	£3.5m	£23.3m
NHS Funded Nursing Care	An agreement with the City and County PCTs for the Council to commission (under s31 flexibilities) and pay (under a s28a agreement) for NHS Funded Nursing Care on behalf of the PCTs. Part of county-wide arrangements. The agreements are renewed annually.	Nil	£1.6m
Community Equipment	A s31 agreement with the County and City PCTs and County and Rutland Councils for the provision of community aids and equipment within one s31 pooled budget using one service provider. The agreement runs to March 2009.	£0.4m	£2.1m
Drug and Alcohol Action Team	A multi-agency service as part of County-wide arrangements funded by Government Departments and the NHS, and overseen by a multi-agency Board.	£2.4m (grant funded)	£3.3m
Adult Learning	The Council works and contracts with the Learning and Skills Council to deliver an agreed Adult Learning programme in the City. Other partners include Action Deafness, City Learning Centres, the Youth Service, the Early Years Service and Invocation Learning & Assessment Ltd.	Nil	£6.1m

**Table 3: Key External Partnerships (page 2 of 2)**

Partnership	Overview	Leicester City Council Contribution £	Other Partner Contributions £
Youth Offending Service	A multi-agency service whereby the Council and agencies such as the Police, Probation, the PCT, commit staff and funding and oversee the management. Funding is also received from the Youth Justice Board.	£1.1m	£1.6m
Other s28a Joint Arrangements with the NHS	There are a range of other joint arrangement with the NHS under s28a of the National Health Services Act 1977, for example joint care packages and joint development work around intermediate care and public health.	£5.2m	£3.5m
Advice Services	A planned partnership with the Legal Services Commission for a Community Legal Advice Centre with Council and LSC funding.	Figures subject to planning	
Services delivered with the voluntary and charitable sector	The Department takes a lead role working with the NHS to commission a range of services from the voluntary and charitable sector, e.g. specialist services for Mental Health and AIDS.	£0.6m	£0.9m
Crime and Disorder Reduction Partnership	The Council manages the CDRP's Partnership Development Team and over the last two years has found funding to mainstream three posts. The police have contributed towards partnership projects. Other partners attend meetings to develop and co-ordinate the CDRP's work, but do not contribute financially.	Officer Time and project funding	Officer Time and project funding
Supporting People	The Programme is managed by a decision making body which is a partnership of senior officers from the NHS, Probation and the Council.	£0.3m	£16.7m (DCLG)
Community Services – various partnerships	A partnership with the Braunstone Community Association (BCA) has secured capital and revenue funding for the Braunstone Grove facility from Sport England, the Football Foundation and Barclays Spaces for Sports. Capital funds have also been secured for the BRITE Centre. Healthy Living Centres have been developed in partnership with the PCT, with capital funding from the 'BIG Lottery' grant and revenue for the project manager until 2008.	Various revenue and capital	Various revenue and capital

### **3.5 Legislative Requirements – Targeted Services**

A wide range of legislation places significant duties on the Council, and governs our targeted services. In addition, the Government issues numerous Regulations and Statutory Guidance. The legislation includes:

- National Assistance Act 1948
- Health Service and Public Health Act 1968
- Chronically Sick and Disabled Persons Act 1970
- Sex Discrimination Act 1975 and the Race Relations Act 1976
- National Health Service Act 1977
- Mental Health Act 1983
- Disabled Persons (Services, Consultation and Representation) Act 1986
- Children Act 1989
- NHS and Community Care Act 1990
- Carers (Recognition and Services) Act 1995
- Disability Discrimination Act 1995
- Mental Health (Patients in the Community) Act 1995
- Community Care (Direct Payments) Act 1996
- Family Law Act 1996 and the Housing Act 1996
- Crime and Disorder Act 1998
- Human Rights Act 1998
- Asylum and Immigration Act 1999
- Welfare Reform and Pensions Act 1999
- Children (Leaving Care) Act 2000
- Carers and Disabled Children Act 2000
- Care Standards Act 2000
- Race Relations (Amendment) Act 2000
- Health and Social Care Act 2001
- Nationality, Immigration and Asylum Act 2002
- Community Care (Delayed Discharges) Act 2003
- Anti-Social Behaviour Act 2003
- Carers (Equal Opportunities) Act 2004
- Mental Capacity Act 2005

### **3.6 Links with National and Local Plans and Agreements**

The legislative framework, together with guidance from Government, sets the scene for our services. In addition, the **National Priorities for Local Authorities** include improving the quality of life of children, young people and families at risk, and of older people, and of promoting healthier communities and narrowing health inequalities.

The Council's key objectives and priorities are set out in the **Corporate Plan**. The Department makes a significant contribution to the two Strategic Objectives to:

- Raise educational standards and skills irreversibly so that all schools are good schools and individuals are committed to learning throughout life.
- Improve our environment to make local neighbourhoods and the city centre places for people to be proud of.

We also contribute to the following Corporate Plan key priorities:

- Help people with disabilities and the growing number of older people to experience more independence.
- Improve quality and equality in teaching and learning.
- Invest in continuous improvement in a well-managed organisation.
- Support children and parents, especially protecting the most vulnerable children.

The Corporate Plan key priorities are reflected in other key plans and agreements, which set out specific actions and outcomes that the Department is required to achieve. These include:

**Leicester Community Plan** The theme of improving the health and well-being of the people of Leicester, reducing health inequalities and providing help and support to people where it is needed;

**Local Public Service Agreement** – Leicester signed its first LPSA with central Government in 2002, to cover the period up to March 2005. A second generation LPSA is now in operation for the period 2005 to 2008. The Department is contributing to the achievement of a number of the priorities for improvement, and is the lead department for “*Reducing hospital admissions and supporting independence for Older People*”.

**Best Value Performance Plan** – This sets out specific actions and outcomes to address the key objectives and priorities set out in the Corporate Plan, with an annual progress review and report. In the coming year, for example, we will continue to implement joined up Learning Disability Teams with the NHS, strengthen the provision of integrated Adult Mental Health services, develop “individualised budgets” to give individuals greater choice and control over their social care services, open the Extra Care Housing Development on Wycombe Road, and work towards reducing doorstep crime.

**Local Area Agreement and Floor Targets** – Access to the Department’s services is based on assessment against eligibility criteria. This means there will tend to be a greater need for, and take-up of, services in the more deprived areas

of the City in which the Local Area Agreement will be focussed to address improvements in Floor Targets. For example, the Youth Offending Service contributes towards reducing crime and the number of young offenders participating in Education, Training or Employment; and services for Adults and Older People help to reduce health inequalities and enable people to maintain independence and in appropriate circumstances to enter training and employment.

### **3.7 Staff Awareness and Involvement**

Staff are made aware of our strategic priorities, and of the key objectives that underpin our work. These include:

- To ensure easy, courteous and prompt access to information, advice and help, in all the languages of the City and to ensure the ready availability of interpretation and translation.
- To check regularly that the help we provide meets good standards, and to promote the rights of service users, carers and staff to make commendations, suggestions for improvement or complaints without fear of recrimination.
- To improve the efficiency and effectiveness of services.
- To make sure that staff are trained, supported and managed effectively, and that communication with staff is effective and that Investor in People standards are maintained.
- To make sure spending is managed and controlled within budgets, and to deliver our Revenue Strategy.

The key objectives specifically underpinning Social Care work include:

- To meet our statutory duties to vulnerable adults, and to comply with the requirements of the Commission for Social Care Inspection.
- To make timely assessments of need, which value the strengths and abilities of people, carers and families and which take account of individual circumstances, including race, religion and culture, gender, disability and sexuality.
- To apply our eligibility rules and charging policies consistently and fairly, and to make them available to the public in our information leaflets.
- To make sure that after each assessment we give a written care plan to service users and carers, explaining the support we will provide.

- Wherever possible, to promote choice, self-determination and personal privacy in the type and form of service offered and in all matters relating to personal and financial affairs.
- To make sure the services we arrange promote independence and well-being.
- To respond quickly to an individual or family in crisis, to help them deal with the difficulties they are facing.



## **SECTION 4**

### **Performance and Spending Comparisons**

#### **4.1 Performance Measurement and Reporting**

A wide range of performance measures and indicators are used to assess the Department's management and services. Comprehensive returns covering all Social Care services are sent annually to the Department of Health and result in a rating for each key service target. Some of these indicators form part of the Best Value Performance Plan reporting, and some have a direct impact on the Corporate Performance Assessment (CPA).

Services are regularly assessed by external inspectors from inspectorates and funding bodies such as the Commission for Social Care Inspection, OFSTED, the Learning and Skills Council, the Audit Commission, the Youth Justice Board and Internal Audit. These comprise regular regulatory inspections (e.g. of an Elderly Person's Home) and one-off major service inspections such as the forthcoming inspection of services for adults with Learning Disabilities.

The Department continues to have regard to the Care Services Efficiency Delivery Programme, which is a national initiative led by the Department of Health to identify how the "Gershon" efficiency savings can be delivered in Adult and Older People's social care services.

We self-assess our service performance, for example via the Delivery and Improvement Statement for Adults and Older People Social Care Services which is reported to the Commission for Social Care Inspection. Based on these returns and our inspection performance, external inspectors conduct an annual review of Social Care performance, leading to an annual review meeting and a letter setting out the improvements observed since the previous review and the improvements required during the next period. The outcomes of the performance measures, inspections and reviews are reported periodically to the Scrutiny Committee, and appropriate improvement plans put into place.

This Section goes on to consider star ratings and our contribution to the Corporate Performance Assessment, performance indicators, links with the Budget Strategy, business planning and Local Public Service Agreements. It then proceeds to review comparative spending, and possible reasons for differences in recorded costs.

#### **4.2 Star Ratings**

The annual star ratings for social services are formulated by CSCI using the measurement and reporting tools set out above. The ratings are intended to give a rounded picture of performance in carrying out social services functions, with separate judgements for both Adults / Older People's and Children's services. The maximum rating is three stars, with a minimum of no stars.

The City's performance for Adult and Older People's Social Care is rated as **two stars**. Our rating improved steadily until the most recent assessment, when we dropped back to two stars in that we are now seen as having good prospects for improvement, rather than excellent. The ratings are shown in **Table 4**:

**Table 4 : Adult Social Care Star Ratings 2002- 2006**  
**(adjusted to reflect an Adults only rating for 2002- 2005)**

Year	Serving adults well?	Capacity for improvement in adults' services?	Performance rating (Adjusted 2002 – 2005)
2006	Most	Promising	☆☆
2005	Most	Excellent	☆☆☆
2004	Most	Excellent	☆☆☆
2003	Most	Promising	☆☆
2002	Some	Promising	☆

#### **4.3 Contribution to the Comprehensive Performance Assessment**

The performance of Adult and Older People's Social Care is a key factor in the Audit Commission's Comprehensive Performance Assessment. The services received a score of 3 (out of a maximum of 4) in the December 2005 CPA, and helped the Council overall to achieve the maximum 4 stars for its overall performance. The performance of other services also contributes to the Council's overall assessment.

#### **4.4 Performance Indicators for Adult & Older People's Social Care**

Performance Indicators are a key element of the Star Rating Assessment. In 2005/06, there were 25 such indicators, covering all aspects of our services. They are placed in one of five bands by the Department of Health; with Band 5 being the top rank (very good performance) and band 1 the lowest (investigate urgently).

Band 3 and above is considered to be an acceptable performance, which we achieved in all of the indicators. Our performance in 2005/06 continued the trend of improvement in the previous year, and is set out in **Table 5** overleaf:

<b>Table 5 – Social Care Performance Indicator Bands 2005/06</b>	<b>Number of Indicators</b>	<b>%</b>
Band 5 (top rank)	5	20%
Band 4 (good performance)	12	48%
Band 3 (acceptable, with room for improvement)	8	32%
Band 2 (ask questions)	0	0%
Band 1 (investigate urgently)	0	0%
<b>Total across all Bands</b>	<b>25</b>	<b>100%</b>

Some **key facts** about our performance indicators include:

- All of the indicators were banded 3 or better, compared to 95% in 2004/05;
- Five indicators are in the top band which remains consistent with 2004/05;
- 61% of our indicators are better than our family authorities, and 66% are better than the national picture; and
- There are none in Band 1 (requiring urgent investigation) or Band 2 (ask questions).

#### **4.5 Social Care Star Rating “Trip or Key Threshold Indicators”**

Of the above 25 indicators, the Department of Health identifies six trip or key threshold indicators in the assessment of the Star Rating. We achieved an acceptable performance or better in all of these in 2005/06, with top-rated performance in one area, as can be seen from **Table 6** below:

<b><u>Table 6 – Social Care “Trip Indicator” Performance 2005/06</u></b>	<b>Band</b>
Delivery of equipment and adaptations	5
Acceptable waiting times for care packages (Older people)	4
Admissions of older people to residential and nursing care	4
Households receiving intensive home care	4
Acceptable waiting times for assessment (Older People)	4
Adults and Older People receiving Direct Payments	3

#### **4.6 Performance Indicators for Other Services**

**Advice Services** - BVPI 177 measures spending on services that have acquired the Community Legal Services Quality Mark. All of the services formerly in the Regeneration and Culture Department met this requirement. The quality marking of the service will need to be taken forward as advice services merge. Advice Services were subject to a Best Value Review in Year 1 that found them to be poor but likely to improve, and the improvement measures were implemented and signed off.

**Supporting People** - This was inspected as a pilot best value review in 2003, and is classified as a two star programme with promising prospects for improvement with a further inspection due in July 2007. In terms of key performance indicators, on the surface performance appears below national averages, but is well above average on a client group by client group basis.

**Adult Learning Service** – This was last inspected by the Adult Learning Inspectorate in May 2005, this being a re-inspection within 2 areas of learning following on from the full inspection in 2004. The inspectorate awarded grades of “good” and “satisfactory”, which were an improvement upon earlier grades.

**Community Services** - There are no nationally recognised performance indicators for Community Services.

#### **4.7 Business and Service Planning**

Each Division produces an annual business plan, in line with the corporate requirements and standards. It includes information on performance, targets, finances, human resources, short term and long-term objectives, etc. They are used as working documents, and form the basis for setting the objectives of managers and their teams. The plans have been used to develop the “Vision for the Future” at **Section 2** earlier in this Revenue Strategy.

Each Divisional Management Team meets quarterly with the Corporate Director to review progress against their plan, with a particular focus on performance improvement.

#### **4.8 Comparative Spending**

The 2005/06 and 2006/07 Revenue Strategies gave details of service areas where the Council appears to spend significantly more or less than the average of similar councils.

The identified particular areas of higher than average spending per head of relevant population, based on the latest Audit Commission comparative statistics issued in the summer of 2006 are:

- Adults with Learning Disabilities spending and the number of people in residential and nursing care
- Adults with Physical Disabilities
- Adults with Mental Health Difficulties
- Adult and Community Learning
- Community Services
- Supporting People

The comparisons also show that spending on Older People’s services is relatively low. Across Social Care overall, the Council spends at or slightly below the average.

A comprehensive Value for Money Self-Assessment for the former Social Care and Health Department was completed in the summer of 2005. This was part of the corporate process to assess value for money across the Council, and to help identify

the potential for “Gershon” efficiencies. The areas of high and low spend for Social Care were similar to those from the 2006 comparisons above, and the reasons were considered in the Self-Assessment. It was concluded that our higher Social Care costs per head of population generally reflect the higher than average number of eligible service users in the City. For example, Leicester has over twice the national average of people with learning disabilities, due to the demographics in the City – hence our cost per head of Adult population is high, but our unit cost of each placement is rated as “good” by the Department of Health.

The Council’s relatively low spending on **Older People’s services** was also noted in the 2005 external inspection of the service. This has been known for a number of years, and the variation has been reducing as part of a planned policy of investment in services for Older People. For example, home care activity and spending continues to increase, and residential care fees have been increased ahead of the general rate of inflation. The Older People’s external inspection in 2005 concluded, *“The budget is well managed. Managers have a good grasp of the importance of value for money and quality as well as cost.”*

The relatively high spending on **Adult Learning** may now have lessened as a result of the reduced LSC funding in 2006/07. In any event, the spending is externally driven, as it is wholly LSC funded with no direct City Council budget. Leicester City Council has one of the highest per capita settlements nationally from the LSC to secure Adult and Community Learning. This arose, in the main, from historically high levels of spend on community education by the former Leicestershire LEA, which established a series of community colleges, primary community centres, free standing centres and the Leicester Adult Education College, in the 1950s-1990s period. The significant levels of disadvantage within the city create additional learning needs and also limit what can realistically be achieved through fee income.

**Community Services** is thought to reflect the on-going emphasis placed by the Council on community facilities (inherited from the City and County Councils), for example neighbourhood and community centres, and is therefore a result of Council policy decisions.

**Supporting People** spending is similar to Adult Learning in that it is almost entirely funded by Government grant, and therefore reflects the level of needs in the City and success in securing direct investment by the Government.

Spending on **Advice Services** was reviewed in 2004, and was found to be in excess of similar sized councils. The budget was subsequently reduced by £450,000. There is no national data available, but research for the review at the time indicated that the reduced level of spend is on a par with comparator authorities.

## **4.9 Summary**

The comparative information set out in this Section illustrates our good performance. The comparisons provide useful pointers for focussed investigation and review work. However, of themselves they should be treated with caution, particularly where the comparisons relate to population numbers rather than the relative incidence of service needs in the City. It should be reviewed in the round, taking into account all the available performance and needs data.

## SECTION 5

### Main Financial Issues and Budget Proposals

#### 5.1 Introduction

This Section sets out the main financial issues facing the Adult and Community Services portfolio, and introduces the proposed growth and savings in the budget proposals.

#### 5.2 Current 2006/07 Financial Position

The 2006/07 budget is the starting point for the 2007/08 budget process. In 2006/07, an underlying budget deficit of around £1m was identified in the Period 7 budget monitoring report to Members in January 2007 as being the minimum gap between the cost of providing the current level of services and the resources available. This is being managed through the use of various one-off funds in 2006/07, which will not be available again for 2007/08. This means that the Department will start 2007/08 needing at least an additional £1m simply to continue providing the current level of service to the current number of users and customers.

Nonetheless, the services that comprise the A&CS portfolio have a track record of remaining within the funding available to them each year. With regards to Social Care, where many social care departments nationally have overspent in recent years, our achievement reflected both the Council's investment in the budget in recent years and effective activity and budgetary control.

#### 5.3 Resources Available for 2007/08 to 2009/10

The way in which funding is distributed to councils changed significantly in 2006/07, with new formulae to assess the relative need to spend. The subsequent annual changes in mainstream funding related to each service area cannot easily be determined. However, as expected, the national funding position has become more difficult than has been the case in recent years, and this is expected to continue for the foreseeable future. The system of funding ceilings introduced to protect councils that would lose funding under the new way of assessing relative needs means that the City Council does not receive some of the increased funding due from the new funding formulae.

The resources fall into four main types, namely specific ring-fenced grants, non-ring-fenced grants, Revenue Support Grant to the Council as an entity and supported capital spending.

The overall increase over and above standard inflation in the revenue budget resources from the Council expected to be available for Adult and Community Services for each year is shown in **Table 7** overleaf. The increase comprises the

change in resources from the Council to which the Department has been asked to work, and the mainstreaming of former Government specific grants.

The Table shows that the overall full year effect of the 2006/07 budget agreed in February 2006 is a reduction of £1.2m in the resources available in 2007/08 for Adult and Community Services (the individual budget changes are summarised in **Table 9** on page 35). New net growth / increased funding of £2.37m for 2007/08 is proposed in this budget strategy (the proposals are summarised in **Table 10** on page 33).

Therefore, taking into account the £1.2m reductions from the 2006/07 budget and the proposed new increase for 2007/08 of £2.7m, the proposed real net increased funding for 2007/08 is £1.17m.

It will be recalled from **Section 5.2** on page 26 that an underlying budget deficit of around £1m has been identified in 2006/07. The proposed net funding increase and the underlying deficit are therefore very similar.

The net increase in funds of £1.17m for 2007/08 would then slightly increase by £170,000 in 2008/09, with no further change for 2009/10.

The figures exclude the contribution to the efficiency savings required from the Business Improvement Programme, which will be removed from the Adult and Community Services budget at a later stage.

**Table 7 – Net Change in Resources Expected 2007/08 – 2009/10 (excluding standard inflation)**

<b>Revenue Budget Change</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Full Year Effect of 2006/07 Budget ( <b>Table 9</b> )	- £1.20m	- £0.70m	- £0.70m
Net Increased Funding proposed in this Budget Strategy ( <b>Table 10</b> )	£2.37m	£2.04m	£2.04m
Net Change compared to 2006/07	£1.17m	£1.34m	£1.34m
<b>Net Year on Year Change</b>	<b>+ £1.17m</b>	<b>+ £0.17m</b>	<b>No change</b>

## **5.4 Service and Funding Issues**

The investment by the Council is reflected in our performance. Financial stability is a key factor in the performance and external assessment of services. The need to maintain our high performing services, and to improve the others, has been taken into account in the budget proposals in this document.

Key Financial Issues across the range of services and the Resource Options for implementing the medium term vision for services were set out earlier in **Section 2**.

In addition, it should be noted that the Government uses specific grants to direct funding to national priority areas, and on occasions to services where the methodologies for mainstream funding through the Revenue Support Grant would be particularly inaccurate. Specific Grants must often be spent on the purposes for which they are given, and are externally audited to confirm that this is the case. Such grants are received across the range of our services.

Each year, there are usually a number of changes to the grants. Some are discontinued and the costs / resources transferred to the mainstream budget, whilst new ones are introduced to ensure or promote the development of particular initiatives or to meet the costs of new responsibilities.

Grants are not generally intended to free-up existing mainstream resources (for example, by allowing current revenue budget spending to be transferred to a grant). However, this principle was relaxed in 2004 with the removal of ring-fencing from a number of grants, and this has since continued as a principle. There is often an expectation that schemes and activities initially funded through grants will be picked up by mainstream funding in due course.

Whilst the general objectives of the grants are largely known in advance, some of the detailed conditions setting out how they should be spent do not become clear until a late stage. When combined with the annual movements between grants and mainstream resources / programmes, medium to longer term financial planning is made substantially more difficult by the Government's use of grant funding. The uncertainty about whether ring-fencing will be reapplied in the future is a further complication.

## **5.5 Growth and Reduction Proposals**

The specific growth pressures to be addressed and the proposed budget reductions are summarised below, listed in **Table 10** on page 36 and detailed in **Sections 12 and 13** respectively. The proposals should be viewed as a package, reflecting the close links and inter-dependency between many of our services. A number of the savings proposals are specifically linked to contributing towards funding the growth proposals.

The proposals are intended to:

- Reflect the pressures being experienced by our services;
- Achieve a balance between the requirements of operational managers to provide effective, efficient services and the resources available through specific grants and from the Council; and
- Stay within the overall funding total to which the Department has been asked to work, and take full account of expected changes in specific grants from the Government.



The proposals also reflect a number of key overarching themes:

- Continuing to seek efficiency savings;
- National service priorities as expressed by the Department of Health and other funding bodies;
- Local priorities to maintain and develop services, particularly preventative services, to vulnerable people in the City;
- The need to continue investment in the infrastructure to support service modernisation and efficient business support systems. In particular, to access information systems and enable modern ways of working using a range of computer hardware and software;
- Making best use of external funding, charges to service users; and
- Clarity over the proposed investments and the source of funding.

### **5.5.1 Growth Proposals (Details at Section 12)**

The growth proposals are aimed at maintaining the current levels of service across the Department, whilst meeting new statutory requirements, demand increases and externally driven cost increases. They are:

#### **AH SCG1 - Social Care Commissioning – Demographic Changes**

Increases in Community Care purchasing budgets to pay for additional home care, intermediate care, supported living and residential care due to increasing requirements for social care resulting from demographic changes, e.g. more Older People aged over 85 and increased life expectancy of people with complex needs.

#### **AH SCG2 - Young People entering the Adult Learning Disability Service**

Due to advances in medical and social care, more children with learning disabilities and multiple disabilities are reaching adulthood and entering the Adult LD Service. Some have complex needs that will require expensive care packages for many years. Upwards of 20 children are expected to enter the service each year.

#### **AH SCG3 - Intermediate Care – Community Care Assessments**

Pick up of funding for Social Support Workers in the Intermediate Care service, previously supported by the Primary Care Trust and Public Service Agreement reward funding.

#### **AH SCG4 - Infrastructure to Support Individualised Budgets**

To support the more personalised nature of Individualised Budgets and Direct Payments, the underlying infrastructure needs to be developed. Funding is needed to pay for contracting arrangements, financial monitoring and payments and externally provided support to service users on topics such as direct employment of carers.

#### **AH SCG5 - Case Reviews: Additional Capacity**

Demand outstrips capacity for the reviewing of non-residential packages of care (including Home Care, Meals and Day Care) by the Review Teams. This growth would fund 2 more FTE staff for the teams, and enable annual reviews to take place.

**AH SCG6 - Hospital Social Work: Additional Capacity**

The service has been under considerable pressure, due to lack of management and front line capacity. The proposed growth would fund an additional 1.5 FTE Senior Practitioners and make up a shortfall in the funding of an existing Senior Practitioner post.

**AH SCG7 - Adult Mental Health: Responding to External Inspection**

Following an external inspection by the Mental Health Act Commission and in the light of longer-standing concerns over staffing levels, it is proposed to employ an additional five Approved Social Workers (by a phased approach) and to review pay levels.

**AH SCG8 - In-House Elderly Persons' Residential Homes: Staffing costs to meet statutory requirements**

The Commission for Social Care Inspection has a model of benchmark care staff hours for EPH's, to promote proper care standards and for statutory inspection and regulation purposes. The budget for the Council's own Homes is insufficient, and overspends are incurred to ensure appropriate staffing. This addresses the shortfall.

**AH SCG9 - In-house Registered Establishments: Regulatory and Inspection Officer**

On-going funding is sought for a Regulatory and Inspection Officer (recently appointed to meet urgent needs) to assist the Service Director for Older People to discharge her statutory responsibilities as the Responsible Individual for the Dept's care establishments registered with the Commission for Social Care Inspection.

**AH SCG10 - Joint Service Centres in local neighbourhoods**

The first joint service centre has already opened in Braunstone, and the NHS LIFT programme will deliver the Charnwood Centre in 2008 and further centres thereafter. Growth is required to fully meet the costs of the Braunstone Centre and to fund the costs not met by PFI credits at the NHS LIFT centres.

**AH SCG11 - Service User Transport**

A combination of changes in demand, costs and outstanding issues from the corporate efficiency review has led to a budget shortfall. Significant efficiencies and cost reductions will be sought in 2007/08. However, they cannot be expected to offset the entire shortfall.

**AH CSG1 - Community Services: Budget Pressures**

Previous budget reductions dependent on as yet incomplete service reviews require partial reinstatement of staffing and maintenance budgets. Funding is required for the Highfields Centre following the Cabinet decision, and to offset income reductions. Longer-term plans will be reviewed within the wider Neighbourhood Strategy.

**AH DG1 - Restructuring Savings**

Savings from creating the A&CS and C&YPS Departments were included in the forward financial planning for 2007/08 in the 2006/07 budget. Savings measures were not identified within A&CS, and it is now proposed to offset this requirement through potential savings from the A&CS and Housing merger (*reduction AH DR1*).

## **5.5.2 Reduction Proposals (Details at Section 13)**

The Reductions proposals focus on reconfiguring the way services are delivered to enable needs to be met at less cost and in a more modern way, improving efficiency and releasing efficiency savings, and increasing income from charges within the amount that individuals are assessed as being able to afford to pay.

These proposals exclude the efficiency savings required from the Department's support services by the Business Improvement Programme, which are being accounted for corporately and which will be deducted from the Department's budget at a later stage.

### **AH SCR1 - Social Care Staffing Budgets**

It is proposed to reconfigure social care staffing budgets to contribute towards the costs of Social Care Commissioning: Demographic Changes (*Growth AH SCG1*). This reflects the actual practice in recent years, where staffing budgets have been managed in-year to release funds to support the Commissioning purchasing budgets.

### **AH SCR2 - Performance Management of Contracts**

It is proposed to reduce the longer term contracts element of the Department's budget to reflect savings that are usually achieved in-year by contract monitoring and performance management. This would contribute towards the costs of Social Care Commissioning: Demographic Changes (*Growth AH SCG1*).

### **AH SCR3 - Home Care Charges – Impact of Previous Years' Changes**

It is proposed to bring the additional increased income resulting from previous years' changes to Home Care Charges into the on-going budget. This would contribute towards the costs of Social Care Commissioning: Demographic Changes (*Growth AH SCG1*).

### **AH SCR4 - Home Care Charges – Increase the hourly charge from £7.00 to £8.00**

It is proposed to increase the hourly charge for Home Care from £7.00 to £8.00. This would contribute towards the costs of Social Care Commissioning: Demographic Changes (*Growth AH SCG1*). Details of the Home Care charging framework and the effect of this proposal are given in **Section 7** on page 37.

### **AH SCR5 - Learning Disabilities: High Cost Packages**

It is proposed to achieve efficiency savings by reviewing high-cost Learning Disability placements with a view to achieving the same or better care at lower cost. This would contribute towards the costs of Learning Disabilities: Young People entering the Adult LD Service (*Growth AH SCG2*).

### **AH SCR6 - Technological Modernisation**

To achieve efficiencies through the use of modern technology - for example, hand held devices able to access Electronic Social Care Records, which could reduce the time taken retrieving paper files and thereby maximise staff time working with service users and also gain the benefits of using staff with a mix of skills.

**AH SCR7 - Advice Services and Benefits Support Team: Merge into one Team**

Plans are in hand to merge the Welfare Rights Service (originally from the Regeneration and Culture Department) and the Benefits Support Team (originally within the Social Care and Health Department).

**AH SCR8 - Departmental Reserves and Provisions: One-off Support**

It is proposed to withdraw funds from reserves and provisions created by the former Social Care and Health Department, where it is considered that it would be safe to do so or where priorities have changed. This would be on a one-off basis for 2007/08 only. The reserves and provisions available are listed in **Section 8** on page 40.

**AH SCR9 - Future Years' Efficiency Reviews**

The Adults and Housing Department will be required to identify further efficiency savings from April 2008, relating to the Adult and Community Services portfolio.

**AH DR1 - Restructuring of Departments: Efficiency Savings from creating the Adults and Housing Department**

Efficiency savings from the Departmental merger will be sought, in particular from Departmental support services (to the extent they are not accounted for by the Business Improvement Programme). This offsets the ISP Growth Proposal *AH DG1*.

It is expected that the majority of the efficiency savings will be found from Directorate and Departmental Support Services such as Finance and Administrative Services. The scope for further savings on support services has been removed or severely limited - firstly by the net transfer of Support Service budgets to the Children and Young People's Services Department, and secondly by the Business Improvement Programme (as planned efficiency savings on services such as Human Resources and Information Systems are accounted for corporately).

**AH DR2 - Strategic Commissioning: Review of Arrangements**

Efficiencies will be sought by reviewing the arrangements for the commissioning, service planning and contracting functions within the newly merged Department. This contributes towards funding the ISP Growth Proposal *AH DG1*.

## SECTION 6

### Cash Target and Spending and Resource Forecast

This Section shows the 2007/08 Cash Target and the spending changes identified for the next three years.

#### 6.1 Cash Target 2007/08 (Table 8)

The resources initially available are shown in the Cash Target. The 2006/07 budget is the starting point. Adjustments are then made for the impact of transfers to and from other departments, the impact of inflation and other specific cost changes in 2006/07, the further mainstreaming of the Preserved Rights Grant.

The Full Year Effects of decisions taken in the 2006/07 budget approved in February 2006 are also taken into account in the cash target. They amount to a net reduction of £1.2m in 2007/08, and the details can be seen in **Table 9**.

These steps result in the **Cash Target** of **£69,014,900** at the foot of **Table 8**.

#### 6.2 Spending and Resource Forecast (Table 10)

The Proposed spending increases and reductions identified in **Section 5** for 2007/08 and the following two years are listed in the Spending and Resource Forecast at **Table 10**.

Detailed schedules for the growth and savings proposals can be seen at **Sections 12 and 13**.

The 2007/08 **Planning Total** is £71,385,900 (at a 2007/08 price base), as shown at the foot of **Table 10**.

**Table 8****CASH TARGET 2007/08**

	Older People £000	Community Care £000	Safer & Stronger Communities £000	"Hosted" Support Services £000	Total Adult & Community Services £000
<b>Net Controllable Budget for 2006/07</b>					
Employee Costs	13,124.9	11,665.4	5,911.7	8,810.2	39,512.2
Running Costs	20,085.4	33,653.7	8,082.9	20,688.9	82,510.9
Income	(12,052.2)	(13,737.4)	(10,346.3)	(17,760.8)	(53,896.7)
Sub-Total	<b>21,158.1</b>	<b>31,581.7</b>	<b>3,648.3</b>	<b>11,738.3</b>	<b>68,126.4</b>
<b>Virements</b>					
LASBU from Corporate C&D	0.0	0.0	170.0	0.0	170.0
Beaumont Lodge Income			(20.2)		(20.2)
Energy costs (2006/07)	116.4	46.3	0.0	55.6	218.3
Energy costs (2007/08)	23.5	9.3	0.0	11.2	44.0
IT efficiencies (2006/07)	0.0	0.0	0.0	(49.0)	(49.0)
IT efficiencies (2007/08)	0.0	0.0	0.0	(6.6)	(6.6)
	<b>21,298.0</b>	<b>31,637.3</b>	<b>3,798.1</b>	<b>11,749.5</b>	<b>68,482.9</b>
<b>Full Year Effect of 2006/07 DRS</b> (See Table 9)	(213.0)	(297.0)	(208.0)	(480.0)	(1,198.0)
<b>Government Grants Mainstreamed</b> (Preserved Rights)	11.0	76.0	0.0	0.0	87.0
<b>National Insurance reductions</b>	(16.0)	(14.2)	(7.2)	(10.2)	(47.6)
Sub-Total	<b>21,080.0</b>	<b>31,402.1</b>	<b>3,582.9</b>	<b>11,259.3</b>	<b>67,324.3</b>
<b>Inflation:</b>					
Employee Costs @ 2.5%	354.0	314.7	159.8	225.5	1,054.0
Running Costs @ 2.25%	452.3	754.9	181.5	467.1	1,855.8
Income @ 2.25%	(284.8)	(323.1)	(244.7)	(420.1)	(1,272.7)
Voluntary Sector @ 2.4%	3.0	4.7	1.4	1.3	10.4
Traded Services & External Community Care @ 2.4%	9.1	29.4	0.0	4.6	43.1
<b>CASH TARGET FOR 2007/08</b>	<b>21,613.6</b>	<b>32,182.7</b>	<b>3,680.9</b>	<b>11,537.7</b>	<b>69,014.9</b>

**Table 9**

**FULL YEAR EFFECTS IN 2007/08**  
**OF THE 2006/07 BUDGET APPROVED IN FEBRUARY 2006**

	<b>Increase or (Reduction) £'000</b>
<b><u>Community Care and Older People</u></b>	
Home Care - Increased Care Hours commissioned to meet assessed need and maintain independence	40.0
Residential Care - Increased complexity of care packages	20.0
Independent Sector Residential Care Fees	100.0
Transport - Changes in Demand and Costs for 06/07 only pending reconfiguration [Adults / Community Care]	(300.0)
Reduction in Government Grants for Preserved Rights and Access	100.0
Laundry Service - Discontinue and provide alternative where required	(20.0)
Home Care-greater use of Independent sector and resultant in-House efficiencies	(50.0)
Care Services Efficiency Delivery Programme - National Initiatives	(150.0)
In-House Elderly Persons' Homes - Refocus to high value services	(100.0)
Physical Disability Day Services - Modernisation Programme	(100.0)
Lunch Clubs and Day Services - Review & Modernisation of Service	(50.0)
<b>Total Community Care and Older People</b>	<b>(510.0)</b>
<b><u>Strategy, etc</u></b>	
Leicester Disability Information Network - Refocus Development Capacity	(30.0)
<b><u>Safer and Stronger Communities</u></b>	
Highfields Centre Project Officer - funding due to end March 2007	(58.0)
Community Services - Comprehensive Service Review	(100.0)
Lifelong Learning - Financial and Professional Support for commissioning and compliance of services from the voluntary and community sector	(50.0)
<b>Total Safer and Stronger Communities</b>	<b>(208.0)</b>
<b><u>Departmental</u></b>	
Restructuring Savings from creating the Adult and Community Services Department and the Children's and Young People's Department.	(450.0)
<b>Total Full Year Effect of the 2006/07 budget in 2007/08</b>	<b>(1,198.0)</b>

In addition, the Crime and Disorder growth of £500,000 allocated for 2006/07 in the corporate budget reduces by £100,000 to £400,000 in 2007/08.

**SPENDING & RESOURCE FORECAST 2007/08 to 2009/10 Table 10**

		2007/08 £000	2008/09 £000	2009/10 £000
	<b>2007/08 Cash Target</b>	<b>69,014.9</b>	<b>69,014.9</b>	<b>69,014.9</b>
	<b><u>Service Enhancements:</u></b>			
AH SCG1	Social Care Commissioning: Demographic changes	900	1,100	1,200
AH SCG2	Learning Disabilities: Young people entering Adult service	200	400	600
AH SCG3	Intermediate Care: Community Care assessments	84	84	84
AH SCG4	Individualised Budgets: Infrastructure support	32	32	32
AH SCG5	Case Reviews: Additional capacity for annual reviews	50	50	50
AH SCG6	Hospital Social Work: Additional capacity	60	60	60
AH SCG7	Adult Mental Health Approved Social Workers: External inspection requirements	150	238	238
AH SCG8	In-house Elderly Persons' Residential Homes: Staffing costs to meet statutory requirements	150	150	150
AH SCG9	In-house Registered Establishments: Regulatory and Inspection officer	40	40	40
AH SCG10	Joint Service Centres in local neighbourhoods	35	65	100
AH CSG1	Community Services: Budget pressures	800	300	300
	<b>Total Service Enhancements</b>	<b>2,501</b>	<b>2,519</b>	<b>2,854</b>
	<b><u>Budget Shortfalls:</u></b>			
AH SCG11	Service User Transport	550	550	550
AH DG1	Department Restructure: Integrated Services Programme	450	450	450
	<b>Total Budget Shortfalls</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
	<b>Total Growth</b>	<b>3,501</b>	<b>3,519</b>	<b>3,854</b>
	<b><u>Efficiency / Restructuring Savings:</u></b>			
AH SCR1	Social Care staffing budgets (to contribute towards costs of AH SCG1)	(200)	(200)	(200)
AH SCR2	Performance management of contracts (to contribute towards AH SCG1)	(100)	(100)	(100)
AH SCR3&4	Home Care charges: (to contribute towards AH SCG1) - R3 Impact of previous years' changes	(50)	(50)	(50)
	- R4 Increase the hourly charge from £7.00 to £8.00	(100)	(100)	(100)
AH SCR5	Learning Disabilities: High cost packages (to contribute to AH SCG2)	(30)	(50)	(50)
AH SCR6	Technological Modernisation	(50)	(50)	(50)
AH SCR7	Advice Services & Benefits Support Team: Merge into one	(50)	(100)	(100)
AH SCR8	Departmental Reserves: One-off support	(200)	0	0
AH SCR9	Future years' efficiency reviews	0	(333)	(666)
AH DR1	Restructuring of Departments: Efficiency Savings from creating the Adults and Housing Department (to offset AH DG1)	(300)	(450)	(450)
AH DR2	Strategic Commissioning: Review of Arrangements (towards AH DG1)	(50)	(50)	(50)
	<b>Total Efficiency / Restructuring Savings</b>	<b>(1,130)</b>	<b>(1,483)</b>	<b>(1,816)</b>
	<b>Net Increase (Growth – Savings)</b>	<b>2,371</b>	<b>2,036</b>	<b>2,038</b>
	<b>Planning Total (2007/08 Price Base)</b>	<b>71,385.9</b>	<b>71,050.9</b>	<b>71,052.9</b>



## **SECTION 7**

### **Charging for Services**

#### **7.1 Background**

All Councils levy charges to service users to contribute towards the costs of services. Charges raise income to help fund services, maintain an appropriate balance between the taxpayer and the individual, and recognise that many individuals receive state benefits to meet such costs.

Charges are levied for Residential Social Care (this is a statutory requirement and the charging basis is set nationally), Non-Residential Social Care (where the Council is able to charge within a legislative framework), the use of Community Centres and Neighbourhood Centres (which is entirely at the Council's discretion) and Adult Learning (within the LSC framework).

#### **7.2 Proposed Charges from April 2007**

##### **7.2.1 Residential Social Care**

Changes will be notified by the Department of Health, and for budgeting purposes it is assumed that they will increase by inflation.

##### **7.2.2 Community and Neighbourhood Centres**

It is proposed to review the charging basis as part of the wider review linking in with the Neighbourhood Strategy during 2007/08, and therefore no proposals are made here.

##### **7.2.3 Adult Learning**

No changes are proposed as part of this budget strategy.

##### **7.2.4 Non-Residential Social Care Services – Home Care**

The framework for contributions towards the costs of Home Care is set nationally, but the Council has considerable discretion on the actual charges to be applied.

Charges for home care can only be made once the service user has been financially assessed, as required by the national *Fairer Charging* guidance. The assessment disregards the value of the service user's main residence, unlike the residential care charging assessment. Service users are assisted to ensure they are claiming all the state benefits to which they are entitled, to maximise their income.

The Council is required to set an hourly rate for home care, and a maximum weekly charge. These are currently £7.00 per hour and £200.00 per week respectively. 53% of users pay towards their home care costs, with 47% of users receiving the service free of charge.

Home care service users with savings or other capital over £21,000, or a high level of income (for a typical single person, at least £363 per week excluding certain benefits), are required to pay up to the £200 maximum weekly charge.

Service users with less than £21,000 capital and a lower level of income can be charged only what they are assessed as being able to afford to pay. In broad terms, this is defined by national regulations such that people must be left with the following before any charges can be made:

- At least the basic level of income support plus 25%
- plus any disability related living expenses
- plus any eligible housing costs.

The Council applies the national regulations, but allows all single service users a minimum disregard of £20 per week assumed expenditure for disability related living expenses (regardless of whether or not the service user has a disability or incurs costs of £20 per week), with a higher allowance where expenditure over £20 can be evidenced. Members of a couple are allowed £15 each.

Service users who receive Income Support or Pension Credit and who do not receive Attendance Allowance (or Disability Living Allowance [care] for the under 65's) automatically receive the service free of charge. In total, half (47%) of all users receive the service free.

Service users who receive Income Support or Pension Credit and who also receive Attendance Allowance (or Disability Living Allowance [care] for the under 65's) may be charged for the service. This is because such benefits are intended to meet the additional costs of a disability, such as home care. Similarly, service users with more than £21,000 capital are required to make a contribution.

**It is proposed to increase the hourly rate from £7.00 per hour to £8.00 per hour from April 2007. This would raise an extra £100,000 per year.**

By increasing the hourly charge to £8.00 per hour:

- 1,570 people would see no change in the amount they pay
- 400 people would be charged up to another £5 per week
- 75 people would be charged up to another £10 per week
- 30 people would be charged up to another £15 per week
- 17 people would pay up to another £21 per week

Service users who receive Income Support or Pension Credit and who do not receive Attendance Allowance (or Disability Living Allowance [care] for the under 65's) automatically would continue to receive the service free of charge.

The maximum assessed weekly charge applicable to each individual would not change.

### 7.2.5 Other Non-Residential Charges

Charges for meals, drinks, transport and laundry are not subject to a financial assessment, and a standard unit charge can therefore be made. The maximum charge for blue badges for disabled people is set nationally, and is currently £2.00.

Charges for meals were last increased in April 2004, and were not increased in April 2005 or April 2006 because of the changes to home care charges and the low level of inflation. It is proposed to apply a small inflation-based increase from April 2007.

The proposed Non-Residential Charges from April 2007 are set out in **Table 11**.

**Table 11 – Proposed Non-Residential Charges from April 2007**

<b>Service</b>	<b>Current Charge</b>	<b>Proposed Charge from April 2007</b>	<b>Approximate full cost of service</b>
<b>Lunchtime Meal</b>	£2.50	<b>£2.60</b>	£4.00
<b>Transport</b> from Home to Day Centre / Community Activity	Nil	<b>Nil</b>	£5.00 - £30.00
<b>Drinks</b> at Day Centre / Elderly Persons Home	£0.35	<b>£0.40</b>	£0.50
<b>Breakfast and Tea</b> at Elderly Person's Home (for non-residents)	£0.50	<b>£0.55</b>	£1.00
<b>Blue Badge</b> (nationally set)	£2.00	<b>£2.00</b>	£8.50
<b><u>Home Care</u></b>			
<b>Hourly charge</b> <i>(up to the individual's maximum assessed charge)</i>	£7.00	<b>£8.00</b>	£11.00
<b>Standard Disability Disregard</b>	£20.00	<b>£20.00</b>	N/A
<b>Maximum Weekly Charge</b> <i>(people with substantial income or capital)</i>	£200	<b>£200</b>	At least £315

## **SECTION 8**

### **Earmarked Reserves and Provisions**

There are three earmarked reserves and one provision currently within the Adult and Community Services portfolio. The Department is also entitled to a small share of the former Education Departmental Reserve, although this cannot be quantified until the transformational costs of the Adult Learning Services Review to be charged to the reserve have been finalised.

#### Supporting People Reserve

This is created by the underspend in the ring-fenced Supporting People grant plus one-off returns of funding negotiated during contract reviews, and is to be carried forward to be used as required in future years. The estimated closing balance at the end of March 2007 is £2.0 million.

#### Butterwick House Reserve

A reserve of £300,000 was created in 2004/05, to provide funding towards the refurbishment of Butterwick House into an intermediate care centre, alongside funds from the NHS. This has not progressed as quickly as anticipated, due to on-going discussions with the NHS and the more recent need to develop a longer-term intermediate care strategy with the new Leicester City PCT.

#### Milford Fund (an earmarked reserve)

A public appeal by the Lord Mayor in 1963/64 raised funds for the purchase of a holiday home for elderly people at Milford on Sea. The property was gifted to the City Council in connection with its Social Services functions. The Council funded some adaptation work, and then met the on-going running costs, until the home transferred to Leicestershire County Council at local government reorganisation in 1974. The County Council continued to operate and fund the home, until its sale in 1980. The proceeds were placed into a fund, to be used solely for the elderly of the City of Leicester, in connection with holidays. Grants were then made to various organisations that helped vulnerable old people in Leicester to have holidays.

The fund passed in full to the City Council upon local government reorganisation in 1997. Since that time, no further grants have been made. The value of the fund is £108,500. Legal advice on any conditions attached to the fund was sought in 2003, which stated that the Council could apply the fund as it wishes. It is currently intended to use it to contribute towards the developments that will result from a longer-term intermediate care strategy.

#### S117 Mental Health Act Provision

There is a provision of £900,000 for the potential refund of charges and restitution under s117 of the Mental Health Act 1983. This was created in 2003/04, following a national legal judgement that local authorities had unlawfully charged for aftercare services for people to whom s117 of the Mental Health Act 1983 applied. It is expected that £70,000 of refunds will be charged to the provision in 2006/07, and therefore the expected balance at the end of March 2007 is £830,000.

## **SECTION 9**

### **Efficiency Planning**

Efficiency plans are in place, in accordance with corporate guidelines, and to demonstrate how our services are responding to the local and national efficiency agenda. Where applicable, the cashable efficiencies in the plan are shown as reductions in the budget strategy, either as new efficiency savings or as part of the full year effects of the 2006-07 budget strategy approved in February 2006.

The Efficiency Plan is shown as **Table 12** on the following pages.

The planned efficiencies total £0.9m in 2006/07, rising to £2.1m in 2007/08 and £2.4m in 2009/10. The plan identifies the lead officer, the link to the Departmental Revenue Strategy, details of the initiative, the dates when the initiative will start, end and be realised, how the actual efficiency achieved will be measured and the resources required to achieve it, and the estimated savings over each of the three year period to 2008/09.

A commentary on spending comparisons based on Audit Commission data is provided in **Section 4.7** on page 24.

**Table 12 - Departmental Efficiency Plan - Adult and Community Services (page 1 of 5)**

Contact / Lead Officer	DRS Ref.	Initiative	Start date	Key milestones	End date	How will efficiency be measured	Measurement source	Realisation date	Resources	2006/07			2007/08		2008/09	
										Estimated efficiency gain £000	of which cashable £000	Achieved to date £000	Est. efficiency gain £000	of which cashable £000	Est. efficiency gain £000	of which cashable £000
Pradeep Gadhok	N/A	<b>Procurement of Adult and Older People Care Services.</b> The fees paid to independent sector care providers will increase for inflation by less than the PSS Pay and Prices Index in 2006/07, and a similar position may obtain in future years	Apr-06	April 2006 fee increase and any subsequent increases	on-going	The actual increases paid compared to the PSS deflator	Payments to Providers and PSS Deflator from PSSRU	Mar-07	None	390	390	300	450	450	600	600
Pravin Lukka	SCR A1 (2006/07)	<b>Initiative: Laundry Service - Re-provision of service</b> To reduce level of spend on the laundry service, by providing the service in a more efficient manner via the Home Care Service and providing it only to those people assessed under the Fair Access to Care criteria as requiring the service.	Apr-06	Assessment of service users' needs, alternative arrangements where necessary, staff consultation, closure of service	Nov-06	Comparing the saving on the laundry service with the additional cost of home care.	Cost of the laundry service, packages stopped, cost of additional home care	Nov-06	Staff time	40	40	40	60	60	60	60
Maureen Dover	SCR A2 (2006/07)	<b>Initiative: Home Care – Greater use of the independent sector and in-house efficiencies</b> The in-house home care service will be reduced by around 15%, and re-provided in the independent sector at a lower cost.	Apr-06	Identification of areas of the in-house service to be reduced, staff consultation, staff changes	Mar-07	By comparing the reduction in spending on the in-house service with increased spending on external contracts, linking with data on the number of hours of care provided	Costs of in-house and external care	Mar-07	Staff time	150	150	100	200	200	200	200
Pravin Lukka	SCR A4 (2006/07)	<b>Initiative: In-House Elderly Person's Homes - Refocus to high value services.</b> The higher cost in-house homes will be used to provide high value and specialist residential care.	Apr-06	Drafting of a strategy underpinned by a detailed implementation plan	Mar-07	By comparing the cost of re-providing the current in-house places in the independent sector with what it would have cost to purchase the more specialist placements.	Costs of internal and external residential care placements	Apr-08	Staff time + possible capital investment	100	100		200	200	200	200

**Table 12 - Departmental Efficiency Plan - Adult and Community Services (page 2 of 5)**

Contact / Lead Officer	DRS Ref.	Initiative	Start date	Key milestones	End date	How will efficiency be measured	Measurement source	Realisation date	Resource	2006/07			2007/08		2008/09	
										Estimated efficiency gain £000	of which cashable £000	Achieved to date £000	Est. efficiency gain £000	of which cashable £000	Est. efficiency gain £000	of which cashable £000
Bhupen Dave / Deb Perry	SCR A5 (2006/07)	<b>Initiative: Physical Disability Day Services - Modernisation Programme</b> The plan will focus on enabling disabled people to lead full lives, enhancing participation in society and meeting needs in a more efficient way.	Apr-06	Drafting of a detailed implementation plan, adherence to key dates	Apr-08	By identifying the cost changes arising from the programme.	FMIS and project records	Apr-08	Staff time + possible capital investment	0	0	0	100	100	100	100
Ruth Lake	SCR A7 (2006/07)	<b>Initiative: Lunch Clubs and Day Services – Modernisation Programme</b> The plan will focus on enabling older people to lead full lives, enhancing participation in society and meeting needs in a more consistent and efficient way.	Apr-06	Drafting of a strategy underpinned by a detailed implementation plan	Apr-08	By identifying the cost changes arising from the programme.	FMIS and project records	Apr-08	Staff time	0	0	0	50	50	50	50
David Oldershaw	SCR D1 (2006/07)	<b>Initiative: Furniture and Equipment, Repairs and Maintenance, PC replacements</b> to reduce the levels of spend in these areas without impacting on front-line service levels, by prioritising the use of resources.	Apr-06	Reduction in budgets, spending / replacement / upgrade plans amended	Mar-07	By comparing the spending on the relevant cost centres.	FMIS	Mar-07	Staff time	70	70	70	70	70	70	70
Jay Webb	SCR D2 (2006/07)	<b>Initiative: Recruitment Adverts.</b> The length of adverts will be reduced, and greater use made of on-line recruitments with links from printed media.	Apr-06	New standards for recruitment adverts and process	on-going	Analyse recruitment advertising costs from year to year	FMIS	Mar-07	Staff time	80	80	80	80	80	80	80
Dave Durrant	SCR D3 (2006/07)	<b>Initiative: Learning Disability Administrative Costs</b> - Administrative Costs in the Learning Disabilities Service and in Finance will be reduced by not charging for Learning Disability Transport	Apr-06	Reduction in staffing - LD	Mar-07	By reduced spending on staffing.	FMIS / Establishment records	Mar-07	None	16	16	16	16	16	16	16

**Table 12 - Departmental Efficiency Plan - Adult and Community Services (page 3 of 5)**

Contact / Lead Officer	DRS Ref.	Initiative	Start date	Key milestones	End date	How will efficiency be measured	Measurement source	Realisation date	Resources	2006/07			2007/08		2008/09	
										Estimated efficiency gain £000	of which cashable £000	Achieved to date £000	Est. efficiency gain £000	of which cashable £000	Est. efficiency gain £000	of which cashable £000
Colin Sharpe	SCR D3 (2006/07)	<b>Initiative: Learning Disability Administrative Costs</b> - Administrative Costs in the Learning Disabilities Service and in Finance will be reduced by not charging for Learning Disability Transport	Apr-06	Reduction in staffing (Finance) - and reduction in central recharges for debtors invoices	Mar-07	By reduced spending on staffing.	FMIS / Establishment records	Mar-07	None	34	34	25	34	34	34	34
Jay Webb	N/A	<b>Initiative: Reduce sickness absence</b> Reduce sickness absence by monitoring levels and adhering to procedures and by improved health and safety training and practice.	Apr-06	Visible reduction in sickness levels, particularly target days / lengths and factors causing absence	on-going	By reviewing the staff absence statistics and the cost of agency staff, overtime and additional shifts to cover for sickness.	FMIS	Mar-07	Staff time from HR and by managers	50	50	TBC	50	50	50	50
David Oldershaw, Ruth Lake, Bhupen Dave	AH SCR1	<b>Initiative: Social Care Staffing Budgets</b> - Reconfiguration of social care staffing budgets to contribute towards the costs of Social Care Commissioning Demographic Changes.	Apr-06	Identification of posts to be deleted, consequent reconfiguration of structures	Mar-07	By assessing the cost of the deleted posts	Project records and FMIS	Apr-08	Directorate and other management time, HR input	0	0	0	200	200	200	200
Pradeep Gadhok	AH SCR2	<b>Initiative: Performance Management of Contracts</b> - The longer term contracts element of the Department's budget will be reduced, to reflect savings that are usually achieved in-year by contract monitoring and performance management	Mar-07	Reduction in budget	Apr-08	By the achievement of the saving over the course of each year	Contract records, FMIS	Apr-08	Contracting and service staff	0	0	0	100	100	100	100



**Table 12 - Departmental Efficiency Plan - Adult and Community Services (page 4 of 5)**

Contact / Lead Officer	DRS Ref.	Initiative	Start date	Key milestones	End date	How will efficiency be measured	Measurement source	Realisation date	Resources	2006/07			2007/08		2008/09	
										Estimated efficiency gain £000	of which cashable £000	Achieved to date £000	Est. efficiency gain £000	of which cashable £000	Est. efficiency gain £000	of which cashable £000
Bhupen Dave	AH SCR5	<b>Initiative: Learning Disabilities - High Cost Packages</b> - Savings by reviewing high-cost Learning Disability placements with a view to achieving the same or better at lower cost.	Apr-07	Identification of placements, assessment of alternative service, implementation	Mar-08	By comparing the current costs with the new costs	Placement records and FMIS	Mar-08	Staff time	0	0	0	30	30	50	50
David Oldershaw / Bob Drake	AH SCR6	<b>Initiative: Technological Modernisation</b> - To achieve efficiencies through the use of modern technology. For example, hand held devices able to access Electronic Social Care Records, which could reduce the time taken retrieving paper files and thereby maximise staff time working with service users and also gain the benefits of using staff with a mix of skills.	Apr-07	Drafting of a strategy underpinned by a detailed implementation plan	Mar-08	By keeping records of the expected efficiencies as technology is implemented	IS records and FMIS	Mar-08	Staff time, funding for new technology	0	0	0	50	50	50	50
Ruth Lake	AH SCR7	<b>Initiative: Advice Services and Benefits Support Team - Merge into one Team</b> - Plans are in hand to merge the Welfare Rights Service (originally from the Regeneration and Culture Department) and the Benefits Support Team (originally within the Social Care and Health Department).	Nov-06	Consultations with staff and users, drafting of proposals, organisational change, phase II review	Apr-08	By recording the costs of the teams and the income generated for citizens and the Council	Project and service records and FMIS	Apr 07 onwards	Management time	0	0	0	50	50	100	100

**Table 12 - Departmental Efficiency Plan - Adult and Community Services (page 5 of 5)**

Contact / Lead Officer	DRS Ref.	Initiative	Start date	Key milestones	End date	How will efficiency be measured	Measurement source	Realisation date	Resources	Estimated efficiency gain £000	2006/07		2007/08		2008/09	
											Achieved to date £000	of which cashable £000	Est. efficiency gain £000	of which cashable £000	Est. efficiency gain £000	of which cashable £000
Mike Forrester	AH DR1	<b>Initiative: Restructuring of Departments: Efficiency Savings from creating the Adults and Housing Department</b> - Efficiency savings from the Departmental merger will be sought, in particular from Departmental support services (to the extent they are not accounted for by the Business Improvement Programme).	Mar-07	Drafting of a strategy underpinned by a detailed implementation plan	Apr-08	By comparing the cost of current and merged structures	Project records and FMIS	Mar-07 onwards	Management and HR time	0	0	0	300	300	450	450
David Oldershaw	AH DR2	<b>Initiative: Strategic Commissioning: Review of Arrangements</b> - Efficiencies will be sought by reviewing the arrangements for the commissioning, service planning and contracting functions within the newly merged Department.	Jan-07	Drafting of a strategy underpinned by a detailed implementation plan	Apr-08	By comparing the cost of current and merged structures	Project records and FMIS	Apr07 onwards	Management and HR time	0	0	0	50	50	50	50
<b>TOTAL EFFICIENCIES</b>										<b>930</b>	<b>930</b>	<b>631</b>	<b>2,090</b>	<b>2,090</b>	<b>2,460</b>	<b>2,460</b>

Note that the Department will also contribute towards the Business Improvement Programme efficiencies, which are accounted for corporately.

## **SECTION 10**

### **Equalities**

#### **10.1 Background**

The Council has a policy of fully integrating equalities into all aspects of its business and services, as demonstrated through its Corporate Equality Strategy and Action Plan. It also has a commitment towards the Equality Standard for Local Government, which requires an Equality Impact Assessment to be carried out at all key stages in the decision making process on any new, existing and reviewed policies.

The Council has a general duty under the Race Relations (Amendment) Act 2000 to promote race equality. This means that the Council must have due regard for the need to eliminate unlawful racial discrimination, promote equality of opportunity and promote good relations between people of different racial groups.

The Council from December 2006 also has a general duty under the Disability Discrimination Act 2005 to promote disability equality. This means that the Council must have due regard for the need to eliminate discrimination which is unlawful under the Act, promote equality of opportunity between disabled persons and other persons, eliminate harassment of disabled persons, promote positive attitudes towards disabled persons, encourage participation in public life and take steps to take into account disabled persons' disabilities.

Within Adult and Community Services, a priority is to promote equality of service users, customers, carers and our workforce, so we can demonstrate that we meet the needs of all of the City's communities. The department is committed to the implementation of equality policies to eliminate discrimination and promote diversity.

The Departmental Equality Group and Departmental Race Equality Sub Group review our progress around equality issues on an ongoing basis. This is reported in our Annual Equality Report, which is presented to the Adult and Community Services Scrutiny Committee.

#### **10.2 Equalities Assessment of this Budget Strategy**

This budget strategy has been assessed for equalities implications in the context of all service and spending plans.

##### Growth Proposals

The growth proposals will not lead to new policies or policy changes such that an Equality Impact Assessment would be required. Furthermore, the proposals are not expected to have any adverse impacts on equalities.

##### Reduction Proposals

No equalities implications have been identified. However, should any detail of the proposals indicate a possible impact, an Equality Impact Assessment would be undertaken as appropriate.

The Home Care Charging Policy was the subject of an Equalities Impact Assessment during 2004, and no issues were identified in respect of the hourly rate. The proposed increase in this budget does not change the principle of the charges or the charging framework. Therefore no equalities issues are expected.

## **SECTION 11**

### **Risk Analysis**

A number of risks are inherent in the budget proposals, some of which are highlighted in the preceding sections. This section seeks to draw together the key identified risks, which include:

- Severe pressure on the budget occurring during the year, due to increasing demand for services and the need to comply with statutory service requirements;
- The funding for independent sector residential and home care fees could be insufficient to maintain an adequate supply of places. This is a key risk, and is a particular concern due to “competition” from neighbouring councils;
- Corporate initiatives such as the car allowances review and job evaluation could have a net unfunded cost to the Department;
- The cost of new responsibilities, for example the Mental Capacity Act, could exceed the budget provision and the new grants;
- The Directorate could be unable to recruit, retain or afford sufficient staff with the required skills and experience. This is of particular concern for all senior management roles, specialist social workers and support professions such as accountancy;
- If key bids for capital programme funding are not successful, then funding will have to be identified by reprioritising the revenue budget (this is a particular concern in respect of Elderly Persons’ Homes, where there is no capital funding planned for 2007/08);
- A significant overspend on service user transport if the efficiencies assumed in the budget proposals are not delivered;
- The Adult Learning Service not remaining within the Learning and Skills Council funding, with a cost overrun having to be picked up by the Council – due to the reconfiguration process taking longer than expected, or on-going service costs;
- User expectations on Community and Neighbourhood Centres exceeding the budget available; and
- The potential for disruption to usual management arrangements as services and staff continue to move into the new departmental structures - particularly if management attention is refocused away from managing the service to managing the change, or significant management changes as a result of staff movement or efficiency measures.

Any further financial restrictions on lower priority services and limited service development and modernisation could also lead to an adverse impact on external inspection reports, departmental star ratings, and consequently the Comprehensive Performance Assessment.

## **SECTION 12**

### **2007/08 – 2009/10 Growth Proposals**

# **Adult and Community Services**

## **Details of**

### **Base Budget Growth Proposals**

**2007/08 – 2009/10**

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES**  
**BASE BUDGET GROWTH PROPOSAL 2007-08**

<b>SERVICE AREA Adult and Older People Social Care</b>		<b>Proposal No:AH SCG1</b>			
<b>Details of Proposed Project(s) Growth:</b>					
Social Care Commissioning – Demographic Changes					
Increases in Community Care purchasing budgets to pay for additional home care, intermediate care, supported living and residential care due to increasing requirements for social care resulting from demographic changes, e.g. more Older People aged over 85 and increased life expectancy of people with complex needs.					
<b>Type of Growth (delete as appropriate)</b>					
Service Improvement					
<b>Justification for Proposal (including service implications)</b>					
Related Service Plan & Reference: Older People and Adults Plans					
<b>Objective (including reference):</b>					
To promote the independence of Adults and Older People, by meeting their assessed social care needs in a way that enables them to maintain the maximum level of independence. To provide services in accordance with the Fair Access to Care eligibility criteria approved by the Council, and to discharge the Council's statutory responsibilities.					
<b>Date of earliest implication/ date of proposed implication</b>					
				<b>Date:</b>	April 2007
<b>Financial Implications of Proposal</b>					
	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	
<b>One-Off Costs of Change</b>					
Staff					
Non Staff Costs					
Income					
<b>Effects of Changes on budget</b>					
	Existing Budget				
Staff					
Non Staff Costs	50,415	900	1,100	1,200	
Income	22,539				
<b>Net Total</b>	<b>27,876</b>	<b>900</b>	<b>1,100</b>	<b>1,200</b>	
<b>Staffing Implications</b>		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	
Current service staffing (FTE)		0	0	0	
Extra post(s) (FTE)		0	0	0	

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES  
BASE BUDGET GROWTH PROPOSAL 2007-08**

<b>SERVICE AREA Adults with Learning Disabilities</b>		<b>Proposal No:AH SCG2</b>			
<b>Details of Proposed Project(s) Growth:</b>					
Young People entering the Adult Learning Disability Service					
Due to advances in medical and social care, more children with learning disabilities and multiple disabilities are reaching adulthood and entering the Adult LD Service. Some have complex needs that will require expensive care packages for many years. Upwards of 20 children are expected to enter the service each year.					
<b>Type of Growth (delete as appropriate)</b>					
Service Improvement					
<b>Justification for Proposal (including service implications)</b>					
Related Service Plan & Reference: Adults with Learning Disabilities					
<b>Objective (including reference):</b>					
The Adult Learning Disabilities services takes responsibility for young people as they reach 18 years of age, and seeks to promote their independence through a range of care options such as day services, community activities, supported living and residential care.					
<b>Date of earliest implication/ date of proposed implication</b>					
				<b>Date:</b>	April 2007
<b>Financial Implications of Proposal</b>					
	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	
<b>One-Off Costs of Change</b>					
Staff					
Non Staff Costs					
Income					
<b>Effects of Changes on budget</b>					
	Existing Budget				
Staff	4,826				
Non Staff Costs	17,467	200	400	600	
Income	9,996				
<b>Net Total</b>	<b>12,297</b>	<b>200</b>	<b>400</b>	<b>600</b>	
<b>Staffing Implications</b>		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	
Current service staffing (FTE)		180	180	180	
Extra post(s) (FTE)		0	0	0	



**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES**  
**BASE BUDGET GROWTH PROPOSAL 2007-08**

<b>SERVICE AREA Adult and Older People Social Care</b>		<b>Proposal No:AH SCG3</b>		
<b>Details of Proposed Project(s) Growth:</b>				
Intermediate Care – Community Care Assessments				
Pick up of funding for Social Support Workers in the Intermediate Care service, previously supported by the Primary Care Trust and Public Service Agreement reward funding.				
<b>Type of Growth (delete as appropriate)</b>				
Service Improvement				
<b>Justification for Proposal (including service implications)</b>				
<b>Related Service Plan &amp; Reference: Older People and Adults Plans</b>				
<b>Objective (including reference):</b>				
To promote the independence of Adults and Older People, by assessing and providing their social care needs in a way that enables them to regain the maximum level of independence through the Intermediate Care service.				
<b>Date of earliest implication/ date of proposed implication</b>				
		<b>Date:</b>	April 2007	
<b>Financial Implications of Proposal</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on budget</b>	Existing Budget			
Staff	1,283			
Non Staff Costs	576			
Income	-412	84	84	84
<b>Net Total</b>	<b>1,446</b>	<b>84</b>	<b>84</b>	<b>84</b>
<b>Staffing Implications</b>		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Current service staffing (FTE)		46	46	46
Extra post(s) (FTE)		0	0	0

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES  
BASE BUDGET GROWTH PROPOSAL 2007-08**

<b>SERVICE AREA Adult and Older People Social Care</b>		<b>Proposal No:AH SCG4</b>		
<b>Details of Proposed Project(s) Growth:</b>				
<u>Infrastructure to Support Individualised Budgets</u>				
To support the more personalized nature of Individualised Budgets and Direct Payments, the underlying infrastructure needs to be developed. Funding is needed to pay for contracting arrangements, financial monitoring and payments and externally provided support to service users on topics such as direct employment of carers.				
<b>Type of Growth (delete as appropriate)</b>				
Service Improvement				
<b>Justification for Proposal (including service implications)</b>				
<b>Related Service Plan &amp; Reference:</b>				
<b>Objective (including reference):</b>				
In accordance with best practice and national policy, the Department continues to develop arrangements that offer service users greater choice and control over how and when their care and support needs are met. The latest development is Individualised Budgets, which are complemented by Direct Payments. Proper infrastructure for contracting and finance within the Department and for support to service users via an external organisation is essential to the success of this initiative.				
<b>Date of earliest implication/ date of proposed implication</b>				
				<b>Date:</b>
				April 2007
<b>Financial Implications of Proposal</b>				
	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on budget</b>				
	Existing Budget			
Staff	30	16	16	16
Non Staff Costs	120	16	16	16
Income				
<b>Net Total</b>	<b>150</b>	<b>32</b>	<b>32</b>	<b>32</b>
<b>Staffing Implications</b>		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Current service staffing (FTE)		1.7	1.7	1.7
Extra post(s) (FTE)		0.7	0.7	0.7

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES**  
**BASE BUDGET GROWTH PROPOSAL 2007-08**

<b>SERVICE AREA Adult and Older People Social Care</b>		<b>Proposal No:AH SCG5</b>			
<b>Details of Proposed Project(s) Growth:</b>					
Case Reviews: Additional Capacity					
Demand outstrips capacity for the reviewing of non-residential packages of care (including Home Care, Meals and Day Care) by the Review Teams. This growth would fund 2 more FTE staff for the teams, and enable annual reviews to take place.					
<b>Type of Growth (delete as appropriate)</b>					
Service Improvement					
<b>Justification for Proposal (including service implications)</b>					
Related Service Plan & Reference: Older People and Adults Plans					
<b>Objective (including reference):</b>					
All care packages should be reviewed at least annually, to ensure that packages continue to reflect service users' needs. This is also a key performance indicator on which the Department is judged externally. The Review Teams are not sufficiently resourced to achieve this objective, and therefore packages are being reviewed less frequently than is desirable.					
<b>Date of earliest implication/ date of proposed implication</b>					
				<b>Date:</b>	April 2007
<b>Financial Implications of Proposal</b>					
	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	
<b>One-Off Costs of Change</b>					
Staff					
Non Staff Costs					
Income					
<b>Effects of Changes on budget</b>					
	Existing Budget				
Staff	514	50	50	50	
Non Staff Costs					
Income	-146				
<b>Net Total</b>	<b>368</b>				
<b>Staffing Implications</b>		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	
Current service staffing (FTE)		16.6	16.6	16.6	
Extra post(s) (FTE)		2	2	2	

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES**  
**BASE BUDGET GROWTH PROPOSAL 2007-08**

<b>SERVICE AREA</b>	<b>Adult and Older People Social Care</b>	<b>Proposal No:AH SCG6</b>		
<b>Details of Proposed Project(s) Growth:</b>				
Hospital Social Work: Additional Capacity				
The service has been under considerable pressure, due to lack of management and front line capacity. The proposed growth would fund an additional 1.5 FTE Senior Practitioners and make up a shortfall in the funding of an existing Senior Practitioner post.				
<b>Type of Growth (delete as appropriate)</b>				
Service Improvement				
<b>Justification for Proposal (including service implications)</b>				
Related Service Plan & Reference: Older Peoples and Adults Plans				
<b>Objective (including reference):</b>				
The Hospital Social Work service operates in all three acute hospitals in Leicester, with the aim of assisting timely discharges from hospital by assessing and arranging the social care services that are needed. The Service has a key role in ensuring that discharge time targets are met, so that the Council is not “fined” by the NHS for delayed discharges from hospital.				
<b>Date of earliest implication/ date of proposed implication</b>				
				<b>Date:</b>
				April 2007
<b>Financial Implications of Proposal</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on budget</b>	Existing Budget			
Staff	814	60	60	60
Non Staff Costs	1462			
Income	-845			
<b>Net Total</b>	1,431	60	60	60
<b>Staffing Implications</b>		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Current service staffing (FTE)		33	33	33
Extra post(s) (FTE)		2	2	2

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES**  
**BASE BUDGET GROWTH PROPOSAL 2007-08**

<b>SERVICE AREA Adults with Mental Health Needs</b>		<b>Proposal No:AH SCG7</b>			
<b>Details of Proposed Project(s) Growth:</b>					
Adult Mental Health: Responding to External Inspection					
Following an external inspection by the Mental Health Act Commission and in the light of longer-standing concerns over staffing levels, it is proposed to employ an additional five Approved Social Workers (by a phased approach) and to review pay levels.					
<b>Type of Growth (delete as appropriate)</b>					
Service Improvement					
<b>Justification for Proposal (including service implications)</b>					
Related Service Plan & Reference: Adult Mental Health					
<b>Objective (including reference):</b>					
The Approved Social Work service is a critical part of the Adult Mental Health Service, and is the means by which the Council discharges its statutory duties under the Mental Health Act. The objective of this growth proposal is to address shortfalls in professional staffing, and thereby to improve the service to the public and to improve recruitment and retention by improving working conditions for the staff.					
<b>Date of earliest implication/ date of proposed implication</b>					
				<b>Date:</b>	April 2007
<b>Financial Implications of Proposal</b>					
	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	
<b>One-Off Costs of Change</b>					
Staff					
Non Staff Costs					
Income					
<b>Effects of Changes on budget</b>					
	Existing Budget				
Staff	723	150	238	238	
Non Staff Costs	22				
Income	0				
<b>Net Total</b>	<b>745</b>	<b>150</b>	<b>238</b>	<b>238</b>	
<b>Staffing Implications</b>		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	
Current service staffing (FTE)		19	19	19	
Extra post(s) (FTE)		3	5	5	

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES  
BASE BUDGET GROWTH PROPOSAL 2007-08**

<b>SERVICE AREA</b> Older People Residential Care		<b>Proposal No:AH SCG8</b>			
<b>Details of Proposed Project(s) Growth:</b>					
In-House Elderly Persons' Residential Homes: Staffing to meet statutory requirements					
The Commission for Social Care Inspection has a model of benchmark care staff hours for EPH's, to promote proper care standards and for statutory inspection and regulation purposes. The budget for the Council's own Homes is insufficient, and overspends are incurred to ensure appropriate staffing. This addresses the shortfall.					
<b>Type of Growth (delete as appropriate)</b>					
Service Improvement					
<b>Justification for Proposal (including service implications)</b>					
Related Service Plan & Reference: Older People's Residential Homes					
<b>Objective (including reference):</b>					
The purpose of the Council's Elderly Persons' Homes is to meet assessed care needs through the provision of high quality residential care that meets statutory care standards. This proposal will address the shortfall in the staffing budget and enable better longer term planning of staffing in the homes.					
<b>Date of earliest implication/ date of proposed implication</b>					
				<b>Date:</b>	April 2007
<b>Financial Implications of Proposal</b>					
	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	
<b>One-Off Costs of Change</b>					
Staff					
Non Staff Costs					
Income					
<b>Effects of Changes on budget</b>					
	Existing Budget				
Staff	5,201	150	150	150	
Non Staff Costs	855				
Income	-1,939				
<b>Net Total</b>	<b>4,117</b>	<b>150</b>	<b>150</b>	<b>150</b>	
<b>Staffing Implications</b>		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	
Current service staffing (FTE)		162	162	162	
Extra post(s) (FTE)		8.8	8.8	8.8	

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES**  
**BASE BUDGET GROWTH PROPOSAL 2007-08**

<b>SERVICE AREA Adult and Older People Social Care</b>		<b>Proposal No:AH SCG9</b>			
<b>Details of Proposed Project(s) Growth:</b>					
In-house Registered Establishments: Regulatory and Inspection Officer					
On-going funding is sought for a Regulatory and Inspection Officer (recently appointed to meet urgent needs) to assist the Service Director for Older People to discharge her statutory responsibilities as the Responsible Individual for the Dept's care establishments registered with the Commission for Social Care Inspection.					
<b>Type of Growth (delete as appropriate)</b>					
Service Improvement					
<b>Justification for Proposal (including service implications)</b>					
Related Service Plan & Reference: Adults and Older People Plans					
<b>Objective (including reference):</b>					
The objective is to ensure that the Department's registered establishments (Elderly Persons' Homes and Beaumanor LD Hostel) comply with statutory and registration standards, and that the Responsible Individual is seen to have made appropriate internal inspection arrangements. The postholder will also seek to promote improvements and best practice across the sector, which may result in some wider efficiency gains.					
<b>Date of earliest implication/ date of proposed implication</b>					
				<b>Date:</b>	April 2007
<b>Financial Implications of Proposal</b>					
	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	
<b>One-Off Costs of Change</b>					
Staff					
Non Staff Costs					
Income					
<b>Effects of Changes on budget</b>					
	Existing Budget				
Staff	0	40	40	40	
Non Staff Costs	0				
Income	0				
<b>Net Total</b>		40	40	40	
<b>Staffing Implications</b>					
		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	
Current service staffing (FTE)		1	1	1	
Extra post(s) (FTE)		0	0	0	

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES**  
**BASE BUDGET GROWTH PROPOSAL 2007-08**

<b>SERVICE AREA All services provided by the Department</b>		<b>Proposal: AH SCG10</b>			
<b>Details of Proposed Project(s) Growth:</b>					
Joint Service Centres in local neighbourhoods					
The first joint service centre has already opened in Braunstone, and the NHS LIFT programme will deliver the Charnwood Centre in 2008 and further centres thereafter. Growth is required to fully meet the costs of the Braunstone Centre and to fund the costs not met by PFI credits at the NHS LIFT centres.					
<b>Type of Growth (delete as appropriate)</b>					
Service Improvement					
<b>Justification for Proposal (including service implications)</b>					
Related Service Plan & Reference: Departmental plans, Customer Access Strategy					
<b>Objective (including reference):</b>					
The Department is working in partnership with the NHS, the DCLG and other agencies to co-locate and integrate access to public services at neighbourhood and area level. The DCLG has earmarked £10.4m of PFI credits for the Council. The objectives are to improve access to a range of public services for citizens, and to assist the corporate review of centrally located administrative buildings (CLABS) by providing bases for staff outside of the city centre.					
<b>Date of earliest implication/ date of proposed implication</b>					
				<b>Date:</b>	April 2007
<b>Financial Implications of Proposal</b>					
	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	
<b>One-Off Costs of Change</b>					
Staff					
Non Staff Costs					
Income					
<b>Effects of Changes on budget</b>					
	Existing Budget				
Staff					
Non Staff Costs	40	35	65	100	
Income					
<b>Net Total</b>	40	35	65	100	
<b>Staffing Implications</b>					
		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	
Current service staffing (FTE)		0	0	0	
Extra post(s) (FTE)		0	0	0	



**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES**  
**BASE BUDGET GROWTH PROPOSAL 2007-08**

<b>SERVICE AREA</b> Adult and Older People Social Care		<b>Proposal: AH SCG11</b>			
<b>Details of Proposed Project(s) Growth:</b>					
Service User Transport					
A combination of changes in demand, costs and outstanding issues from the corporate efficiency review has led to a budget shortfall. Significant efficiencies and cost reductions will be sought in 2007/08. However, they cannot be expected to offset the entire shortfall.					
<b>Type of Growth (delete as appropriate)</b>					
Other					
<b>Justification for Proposal (including service implications)</b>					
Related Service Plan & Reference: Older People and Adults Plans					
<b>Objective (including reference):</b>					
The transport service enables service users to travel to their care placement or community activity in a safe and supervised manner. The main users of the service within the Adults and Housing Department are adults with a learning disability travelling to day services or community placements, and older people travelling to day centres and other day services such as lunch clubs.					
<b>Date of earliest implication/ date of proposed implication</b>					
				<b>Date:</b>	April 2007
<b>Financial Implications of Proposal</b>					
	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	
<b>One-Off Costs of Change</b>					
Staff					
Non Staff Costs					
Income					
<b>Effects of Changes on budget</b>					
	Existing Budget				
Staff					
Non Staff Costs	1,802	550	550	550	
Income					
<b>Net Total</b>	1,802	550	550	550	
<b>Staffing Implications</b>		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	
Current service staffing (FTE)		N/A	N/A	N/A	
Extra post(s) (FTE)		0	0	0	

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES**  
**BASE BUDGET GROWTH PROPOSAL 2007-08**

<b>SERVICE AREA Community Services</b>		<b>Proposal No:AH CSG1</b>		
<b>Details of Proposed Project(s) Growth:</b>				
Community Services: Budget Pressures				
Previous budget reductions dependent on as yet incomplete service reviews require partial reinstatement of staffing and maintenance budgets. Funding is required for the Highfields Centre following the Cabinet decision, and to offset income reductions. Longer-term plans will be reviewed within the wider Neighbourhood Strategy.				
<b>Type of Growth (delete as appropriate)</b>				
Service Improvement				
<b>Justification for Proposal (including service implications)</b>				
Related Service Plan & Reference: Community Services				
<b>Objective (including reference):</b>				
The objective of the Community Services section is to provide quality community facilities in local neighbourhoods, through direct provision in premises owned by the Council and in partnership with local organisations. The centres provide opportunities for local people to participate in a range of formal and informal activities.				
<b>Date of earliest implication/ date of proposed implication</b>				
				<b>Date:</b>
				April 2007
<b>Financial Implications of Proposal</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on budget</b>	Existing Budget			
Staff	2,200	431	278	278
Non Staff Costs	2,765	247	22	22
Income	-2,051	122		
<b>Net Total</b>	2,914	800	300	300
<b>Staffing Implications</b>		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Current service staffing (FTE)		91.1	91.1	91.1
Extra post(s) (FTE)		15.0	6.0	6.0

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES**  
**BASE BUDGET GROWTH PROPOSAL 2007-08**

<b>SERVICE AREA</b> Adult and Community Services		<b>Proposal No:</b> AH DG1			
<b>Details of Proposed Project(s) Growth:</b>					
Restructuring Savings					
Savings from creating the A&CS and C&YPS Departments were included in the forward financial planning for 2007/08 in the 2006/07 budget. Savings measures were not identified within A&CS, and it is now proposed to offset this requirement through potential savings from the A&CS and Housing merger ( <i>reduction AH R11</i> ).					
<b>Type of Growth (delete as appropriate)</b>					
Other					
<b>Justification for Proposal (including service implications)</b>					
Related Service Plan & Reference:					
<b>Objective (including reference):</b>					
The objective is to secure efficiencies from the reorganisation of departments and services.					
<b>Date of earliest implication/ date of proposed implication</b>					
				<b>Date:</b>	April 2007
<b>Financial Implications of Proposal</b>					
	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	
<b>One-Off Costs of Change</b>					
Staff					
Non Staff Costs					
Income					
<b>Effects of Changes on budget</b>					
	Existing Budget				
Staff					
Non Staff Costs	-450	450	450	450	
Income					
<b>Net Total</b>	-450	450	450	450	
<b>Staffing Implications</b>					
		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	
Current service staffing (FTE)		N/A	N/A	N/A	
Extra post(s) (FTE)		N/A	N/A	N/A	

## **SECTION 13**

### **2007/08 – 2009/10 Reduction Proposals**

# **Adult and Community Services**

## **Details of**

### **Base Budget Reduction Proposals**

**2007/08 – 2009/10**

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES**  
**BASE BUDGET REDUCTION PROPOSAL 2007-08**

<b>SERVICE AREA Adult and Older People Social Care</b>		<b>Proposal No:AH SCR1</b>		
<b>Purpose of Service</b>				
To meet assessed social care needs in accordance with eligibility criteria and to promote independence.				
<b>Details of Proposed Reduction:</b>				
Social Care Staffing Budgets				
It is proposed to reconfigure social care staffing budgets to contribute towards the costs of Social Care Commissioning: Demographic Changes ( <i>Growth AH SCG1</i> ). This reflects the actual practice in recent years, where staffing budgets have been managed in-year to release funds to support the Commissioning purchasing budgets.				
<b>Type of Reduction (delete as appropriate)</b>				
Efficiency/Restructuring				
<b>Service Implications (including delivery of service plan)</b>				
Related Service Plan & Reference: Adults and Older People plans				
<b>Objective (including reference):</b>				
The implications of this proposal would be to release funds from staffing budgets to support the Community Care purchasing budget, reflecting actual in-year practice in recent times.				
<b>Date of earliest implication/ date of proposed implication</b>				
				<b>Date:</b> April 2007
<b>Financial Implications of Proposal</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009/10</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on budget</b>				
	Existing Budget			
Staff	15,300	-200	-200	-200
Non Staff Costs	0			
Income	0			
<b>Net Total</b>	15,300	-200	-200	-200
<b>Staffing Implications</b>		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Current service staffing(FTE)		510	510	510
Post(s) deleted (FTE)		7	7	7
Current vacancies (FTE)		15	15	15
Individuals at risk (FTE)		0	0	0

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES**  
**BASE BUDGET REDUCTION PROPOSAL 2007-08**

<b>SERVICE AREA Adult and Older People Social Care</b>		<b>Proposal No:AH SCR2</b>		
<b>Purpose of Service</b>				
To meet assessed social care needs in accordance with eligibility criteria and to promote independence.				
<b>Details of Proposed Reduction:</b>				
Performance Management of Contracts				
It is proposed to reduce the longer term contracts element of the Department's budget to reflect savings that are usually achieved in-year by contract monitoring and performance management. This would contribute towards the costs of Social Care Commissioning: Demographic Changes ( <i>Growth AH SCG1</i> ).				
<b>Type of Reduction (delete as appropriate)</b>				
Efficiency/Restructuring				
<b>Service Implications (including delivery of service plan)</b>				
Related Service Plan & Reference: Adults and Older People plans				
<b>Objective (including reference):</b>				
There would be no direct implications for service delivery as a result of this proposal.				
<b>Date of earliest implication/ date of proposed implication</b>				
				<b>Date:</b>
				April 2007
<b>Financial Implications of Proposal</b>				
	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009/10</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on budget</b>				
	Existing Budget			
Staff	0			
Non Staff Costs	2,735	-100	-100	-100
Income	-152			
<b>Net Total</b>	2,583	-100	-100	-100
<b>Staffing Implications</b>				
		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Current service staffing (FTE)		0	0	0
Post(s) deleted (FTE)		0	0	0
Current vacancies (FTE)		0	0	0
Individuals at risk (FTE)		0	0	0

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES**  
**BASE BUDGET REDUCTION PROPOSAL 2007-08**

<b>SERVICE AREA Adult and Older People Social Care</b>		<b>Proposal No:AH SCR3</b>			
<b>Purpose of Service</b>					
To meet assessed social care needs in accordance with eligibility criteria and to promote independence.					
<b>Details of Proposed Reduction:</b>					
Home Care Charges – Impact of Previous Years' Changes					
It is proposed to bring the additional increased income resulting from previous years' changes to Home Care Charges into the on-going budget. This would contribute towards the costs of Social Care Commissioning: Demographic Changes ( <i>Growth AH SCG1</i> ).					
<b>Type of Reduction (delete as appropriate)</b>					
Decisions already taken					
<b>Service Implications (including delivery of service plan)</b>					
Related Service Plan & Reference: Adults and Older People plans					
<b>Objective (including reference):</b>					
There are no further service implications from this proposal.					
<b>Date of earliest implication/ date of proposed implication</b>					
			<b>Date:</b>		
			On-going		
<b>Financial Implications of Proposal</b>		<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009/10</b>
		<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>One-Off Costs of Change</b>					
Staff					
Non Staff Costs					
Income					
<b>Effects of Changes on budget</b>					
		Existing Budget			
Staff					
Non Staff Costs					
Income		-1,404	-50	-50	-50
<b>Net Total</b>		<b>-1,404</b>	<b>-50</b>	<b>-50</b>	<b>-50</b>
<b>Staffing Implications</b>			<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Current service staffing (FTE)			N/A	N/A	N/A
Post(s) deleted (FTE)			N/A	N/A	N/A
Current vacancies (FTE)			N/A	N/A	N/A
Individuals at risk (FTE)			N/A	N/A	N/A

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES**  
**BASE BUDGET REDUCTION PROPOSAL 2007-08**

<b>SERVICE AREA Adult and Older People Social Care</b>		<b>Proposal No:AH SCR4</b>		
<b>Purpose of Service</b>				
To meet assessed social care needs in accordance with eligibility criteria and to promote independence.				
<b>Details of Proposed Reduction:</b>				
Home Care Charges – Increase the hourly charge from £7.00 to £8.00				
It is proposed to increase the hourly charge for Home Care from £7.00 to £8.00. This would contribute towards the costs of Social Care Commissioning: Demographic Changes ( <i>Growth AH SCG1</i> ).				
<b>Type of Reduction (delete as appropriate)</b>				
Other				
<b>Service Implications (including delivery of service plan)</b>				
<b>Related Service Plan &amp; Reference: Adults and Older People plans</b>				
<b>Objective (including reference):</b>				
Each person receiving Home Care undergoes a financial assessment, which determines the maximum weekly charge that they are deemed able to afford. The implication of this proposal would be that those people currently paying below their weekly assessed maximum charge would move closer to their maximum.				
<b>Date of earliest implication/ date of proposed implication</b>				
<b>Date:</b>				April 2007
<b>Financial Implications of Proposal</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009/10</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on budget</b>				
	Existing Budget			
Staff				
Non Staff Costs				
Income	-1,404	-100	-100	-100
<b>Net Total</b>	<b>-1,404</b>	<b>-100</b>	<b>-100</b>	<b>-100</b>
<b>Staffing Implications</b>		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Current service staffing (FTE)		N/A	N/A	N/A
Post(s) deleted (FTE)		N/A	N/A	N/A
Current vacancies (FTE)		N/A	N/A	N/A
Individuals at risk (FTE)		N/A	N/A	N/A



**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES**  
**BASE BUDGET REDUCTION PROPOSAL 2007-08**

<b>SERVICE AREA Adult Social Care: Learning Disabilities</b>		<b>Proposal No:AH SCR5</b>		
<b>Purpose of Service</b>				
To meet assessed social care needs for Adults with Learning Disabilities in accordance with eligibility criteria and to promote independence in line with “Valuing People”				
<b>Details of Proposed Reduction:</b>				
Learning Disabilities: High Cost Packages				
It is proposed to achieve efficiency savings by reviewing high-cost Learning Disability placements with a view to achieving the same or better care at lower cost. This would contribute towards the costs of Learning Disabilities: Young People entering the Adult LD Service ( <i>Growth AH SCG2</i> ).				
<b>Type of Reduction (delete as appropriate)</b>				
Efficiency/Restructuring				
<b>Service Implications (including delivery of service plan)</b>				
Related Service Plan & Reference: Learning Disabilities				
<b>Objective (including reference):</b>				
There are no service delivery implications arising from this proposal.				
<b>Date of earliest implication/ date of proposed implication</b>				
<b>Date:</b>				April 2007
<b>Financial Implications of Proposal</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009/10</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on budget</b>				
	Existing Budget			
Staff				
Non Staff Costs	17,467	-30	-50	-50
Income	-9,996			
<b>Net Total</b>	<b>7,471</b>	<b>-30</b>	<b>-50</b>	<b>-50</b>
<b>Staffing Implications</b>		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Current service staffing (FTE)		N/A	N/A	N/A
Post(s) deleted (FTE)		N/A	N/A	N/A
Current vacancies (FTE)		N/A	N/A	N/A
Individuals at risk (FTE)		N/A	N/A	N/A

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES**  
**BASE BUDGET REDUCTION PROPOSAL 2007-08**

<b>SERVICE AREA Adult and Older People Social Care</b>		<b>Proposal No:AH SCR6</b>		
<b>Purpose of Service</b>				
To meet assessed social care needs in accordance with eligibility criteria and to promote independence.				
<b>Details of Proposed Reduction:</b>				
Technological Modernisation				
To achieve efficiencies through the use of modern technology - for example, hand held devices able to access Electronic Social Care Records, which could reduce the time taken retrieving paper files and thereby maximise staff time working with service users and also gain the benefits of using staff with a mix of skills.				
<b>Type of Reduction (delete as appropriate)</b>				
Efficiency/Restructuring				
<b>Service Implications (including delivery of service plan)</b>				
Related Service Plan & Reference: Adults and Older People plans				
<b>Objective (including reference):</b>				
This will reflect the modernisation of the way that social care services are delivered into the future, and generate efficiencies whilst current service levels are maintained and enhanced.				
<b>Date of earliest implication/ date of proposed implication</b>				
				<b>Date:</b>
				April 2007
<b>Financial Implications of Proposal</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009/10</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on budget</b>				
	Existing Budget			
Staff	15,300	-50	-50	-50
Non Staff Costs				
Income				
<b>Net Total</b>	15,300	-50	-50	-50
<b>Staffing Implications</b>		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Current service staffing(FTE)		510	510	510
Post(s) deleted (FTE)		2	2	2
Current vacancies (FTE)		15	15	15
Individuals at risk (FTE)		0	0	0

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES**  
**BASE BUDGET REDUCTION PROPOSAL 2007-08**

<b>SERVICE AREA Advice Services and Benefits Support</b>		<b>Proposal No:AH SCR7</b>			
<b>Purpose of Service</b>					
To provide statutory benefits checks for <i>Fairer Charging</i> , to provide welfare rights advice and to promote benefits take-up across the City.					
<b>Details of Proposed Reduction:</b>					
Advice Services and Benefits Support Team: Merge into one Team					
Plans are in hand to merge the Welfare Rights Service (originally from the Regeneration and Culture Department) and the Benefits Support Team (originally the Social Care and Health Department).					
<b>Type of Reduction (delete as appropriate)</b>					
Decisions already taken and Efficiency/Restructuring					
<b>Service Implications (including delivery of service plan)</b>					
<b>Related Service Plan &amp; Reference: Advice Services and Benefit Support Team</b>					
<b>Objective (including reference):</b>					
The first stage of the review and the proposed 2007/08 savings will be achieved through staffing efficiencies with no direct impact on the front line service. The second phase to achieve the further savings proposed in 2008/09 will need to be carefully planned to minimise any impact on services and income generation.					
<b>Date of earliest implication/ date of proposed implication</b>					
				<b>Date:</b>	April 2007
<b>Financial Implications of Proposal</b>		<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009/10</b>
		<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>One-Off Costs of Change</b>					
Staff					
Non Staff Costs					
Income					
<b>Effects of Changes on budget</b>					
		Existing Budget			
Staff		641	-50	-100	-100
Non Staff Costs		597			
Income		-18			
<b>Net Total</b>		1,220	-50	-100	-100
<b>Staffing Implications</b>			<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Current service staffing (FTE)			29.75	29.75	29.75
Post(s) deleted (FTE)			1.5	3.0	3.0
Current vacancies (FTE)			1.5	1.5	1.5
Individuals at risk (FTE)			0	0	0

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES**  
**BASE BUDGET REDUCTION PROPOSAL 2007-08**

<b>SERVICE AREA Adult and Older People Social Care</b>		<b>Proposal No:AH SCR8</b>		
<b>Purpose of Service</b>				
To meet assessed social care needs in accordance with eligibility criteria and to promote independence				
<b>Details of Proposed Reduction:</b>				
Departmental Reserves and Provisions: One-off Support				
It is proposed to withdraw funds from reserves and provisions created by the former Social Care and Health Department, where it is considered that it would be safe to do so or where priorities have changed. This would be on a one-off basis for 2007/08 only.				
<b>Type of Reduction (delete as appropriate)</b>				
Other				
<b>Service Implications (including delivery of service plan)</b>				
Related Service Plan & Reference: Adults and Older People plans				
<b>Objective (including reference):</b>				
There are no direct service implications arising from this proposal.				
<b>Date of earliest implication/ date of proposed implication</b>				
				<b>Date:</b>
				April 2007
<b>Financial Implications of Proposal</b>				
	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009/10</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on budget</b>				
	Existing Budget			
Staff	0			
Non Staff Costs	0			
Income	0	-200	0	0
<b>Net Total</b>	0	-200	0	0
<b>Staffing Implications</b>				
		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Current service staffing (FTE)		N/A	N/A	N/A
Post(s) deleted (FTE)		N/A	N/A	N/A
Current vacancies (FTE)		N/A	N/A	N/A
Individuals at risk (FTE)		N/A	N/A	N/A

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES**  
**BASE BUDGET REDUCTION PROPOSAL 2007-08**

<b>SERVICE AREA Adult and Community Services</b>		<b>Proposal No:AH SCR9</b>			
<b>Purpose of Service</b>					
To provide the range of services within the former Adult and Community Services Department					
<b>Details of Proposed Reduction:</b>					
Future Years' Efficiency Reviews					
The Adults and Housing Department will be required to identify further efficiency savings from April 2008, relating to the Adult and Community Services portfolio.					
<b>Type of Reduction (delete as appropriate)</b>					
Efficiency/Restructuring					
<b>Service Implications (including delivery of service plan)</b>					
Related Service Plan & Reference: All former Adult and Community Services plans					
<b>Objective (including reference):</b>					
It is not possible to be specific about the implications until more detailed efficiency proposals are developed.					
<b>Date of earliest implication/ date of proposed implication</b>					
				<b>Date:</b>	April 2008
<b>Financial Implications of Proposal</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009/10</b>	
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	
<b>One-Off Costs of Change</b>					
Staff					
Non Staff Costs					
Income					
<b>Effects of Changes on budget</b>					
	Existing Budget				
Staff					
Non Staff Costs	0	0	-333	-666	
Income					
<b>Net Total</b>	0	0	-333	-666	
<b>Staffing Implications</b>					
		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	
Current service staffing (FTE)					
Post(s) deleted (FTE)		0	TBC	TBC	
Current vacancies (FTE)					
Individuals at risk (FTE)		0			

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES  
BASE BUDGET REDUCTION PROPOSAL 2007-08**

<b>SERVICE AREA Adults and Housing Department</b>		<b>Proposal No:AH DR1</b>		
<b>Purpose of Service</b>				
To provide the services falling within the remit of the Adults and Housing Department.				
<b>Details of Proposed Reduction:</b>				
Restructuring of Departments: Efficiency Savings from creating the Adults and Housing Department				
Efficiency savings from the Departmental merger will be sought, in particular from Departmental support services (to the extent they are not accounted for by the Business Improvement Programme). This offsets the ISP Growth Proposal <i>AH DG1</i> .				
<b>Type of Reduction (delete as appropriate)</b>				
Efficiency/Restructuring				
<b>Service Implications (including delivery of service plan)</b>				
Related Service Plan & Reference: All Departmental Service Plans				
<b>Objective (including reference):</b>				
The aim will be to maintain support to front line services, so that there are no direct service delivery implications. <i>It is not possible at this early stage to be specific about the budgets and staffing establishments that will be reconfigured to achieve the reductions.</i>				
<b>Date of earliest implication/ date of proposed implication</b>				
				<b>Date:</b> April 2007
<b>Financial Implications of Proposal</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009/10</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on budget</b>				
	Existing Budget			
Staff		-250	-350	-350
Non Staff Costs		-50	-100	-100
Income				
<b>Net Total</b>		<b>-300</b>	<b>-450</b>	<b>-450</b>
<b>Staffing Implications</b>		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Current service staffing (FTE)				
Post(s) deleted (FTE) <b>(indicative estimate)</b>		6	8	8
Current vacancies (FTE)				
Individuals at risk (FTE)				

**ADULTS & HOUSING DEPARTMENT – ADULT & COMMUNITY SERVICES**  
**BASE BUDGET REDUCTION PROPOSAL 2007-08**

<b>SERVICE AREA</b> Adults and Housing Department		<b>Proposal No:</b> AH DR2		
<b>Purpose of Service</b> To provide commissioning support to the services falling within the remit of the Adults and Housing Department.				
<b>Details of Proposed Reduction:</b>				
Strategic Commissioning: Review of Arrangements				
Efficiencies will be sought by reviewing the arrangements for the commissioning, service planning and contracting functions within the newly merged Department. This contributes towards funding the ISP Growth Proposal AH DG1.				
<b>Type of Reduction (delete as appropriate)</b>				
Efficiency/Restructuring				
<b>Service Implications (including delivery of service plan)</b>				
<b>Related Service Plan &amp; Reference: All Departmental Service Plans</b>				
<b>Objective (including reference):</b>				
No direct implications for front line services are anticipated as a result of this proposal. <i>It is not possible at this early stage to be specific about the budgets and staffing establishments that will be reconfigured to achieve the reductions.</i>				
<b>Date of earliest implication/ date of proposed implication</b>				
		<b>Date:</b> April 2007		
<b>Financial Implications of Proposal</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009/10</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on budget</b>		Existing Budget		
Staff		-50	-50	-50
Non Staff Costs				
Income				
<b>Net Total</b>				
<b>Staffing Implications</b>		<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Current service staffing (FTE)				
Post(s) deleted (FTE) <b>(indicative estimate)</b>		-1.3	-1.3	-1.3
Current vacancies (FTE)				
Individuals at risk (FTE)				