# ADULTS & HOUSING DEPARTMENT

# DRAFT DEPARTMENTAL REVENUE BUDGET STRATEGY 2008/09 to 2010/11

Proposals of the Corporate Director

#### **ADULTS & HOUSING DEPARTMENT**

## DRAFT DEPARTMENTAL REVENUE STRATEGY

#### 2008/09 to 2010/11

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Independent Lives Decent Homes Safe Communities

#### **Abbreviations**

A&H Adults and Housing Department

A&CS Adult and Community Services

AC Audit Commission

CPA Comprehensive Performance Assessment

CSCI Commission for Social Care Inspection

DAAT Drug and Alcohol Action Team

DH Department of Health

EPH Elderly Person's Home

FSS Formula Spending Share

FTE Full Time Equivalent staff

HRA Housing Revenue Account

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

PCT Primary Care Trust (NHS)

VFM Value for Money

YOS Youth Offending Service

#### Social Care Service User Age Groups

18 – 64 years: Adults

65 and over: Older People

# Introduction and Background to the Departmental Revenue Strategy (DRS)

#### 1.1 Adults & Housing Department

This is the first DRS for the Adults and Housing Department. This new Department was formed in November 2006 as a result of the merger between the former Adults & Community Services Department and the former Housing Department.

#### 1.2 Corporate Background to the DRS

The Council's financial strategy supports the Council's key policy aims and objectives. It sets out the Council's financial policies for the next 3 years within which departmental medium-term planning, annual budgets and the capital programme will be set. It is revised on an annual basis.

The financial strategy supports the 25 year vision for Leicester which is currently subject to consultation, and has been prepared in parallel to the development of the Council's corporate plan for 2008/09 to 2010/11. It will be subject to update and review:

- (a) to reflect the final, published 25 year vision and the eventual corporate plan;
- (b to reflect a longer-term projection of the city's spending needs and likely resources it is intended to develop such a document in conjunction with Leicester Partnership in the Spring of 2008. Whilst such a document cannot be as precise about financial plans as a 3 year strategy, a longer-term financial vision is seen as essential to complement the overall vision for the city.

Development of longer-term financial projections will also support the simultaneous development of a joint commissioning strategy, which will be a crucial tool in delivering the vision. It will specify how partners intend to work collaboratively to achieve its objectives. This will build upon existing work with partners which is achieving alignment of priorities through the local area agreement.

We will also work towards joint capital planning with partners to ensure consistent approaches to neighbourhood based facilities, and to regeneration.

Departmental Revenue Strategies are thus 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.

This DRS for the Adults and Housing Department describes the context in which the budget strategy is set, provides information on services and existing budget allocations

and contains proposals with regard to the budget for the three year period 2008/09 to 2010/11.

Further information about how the A&H Department is working to meet the 25 Year Vision is detailed at Section 5.

#### **Overview of Services, Structure & Funding**

#### 2.1 Our aims and objectives

The department is currently developing its aims and objectives following its merger in late 2006. The aims and objectives will align to the Council's vision as set out in the Corporate Plan.

#### Departmental Key Aim

Independent Lives • Decent Homes • Safe Communities

#### <u>Draft Departmental Objectives</u>

- 1. To ensure fair, equal and easy access to services that reflect Leicester's diverse communities.
- 2. To offer increased choice and control over services.
- 3. To enable people to find and stay independent in homes, preventing the need for higher level support.
- 4. To enable citizens to feel safer within their communities and neighbourhoods and experience less crime.
- 5. To improve health outcomes and reduce health inequalities.
- 6. To enable citizens to access social, leisure, learning and employment opportunities within community settings.
- 7. Improve our strategic commissioning of services.
- 8. To make best use of our financial resources.
- 9. To optimise performance.
- 10. To reduce carbon emissions

#### 2.2 Structure & Services

The Adults and Housing comprises seven divisions:

- Older People's Services,
- Community Care Services (Adults),
- Housing Accommodation and Tenancy Support Services,
- Housing Improvement and Repairs Service
- Housing Renewal, Options & Development Service,
- Safer and Stronger Communities Service,
- Strategy, Commissioning, Performance and Business Support Services.

The Revenues and Benefits Section, with a gross budget of £7.7m also currently reports to the Corporate Director.

The Adults & Housing Department is the largest department in the Council and employs around 3500 people. A summary functional organisation chart is shown at Appendix 1.

The Department plays a vital role in the work of the Council. Its key aim is 'Independent Lives, Decent Homes and Safe Communities'. This is fundamental to the vision for Leicester in 2025.

#### The Older Persons and Community Care (Adults) Divisions

Our Adult and Older People's Social Care role is to assist people 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 Older People's Division

This division is responsible for managing Community Care statutory responsibilities for older people aged 65 and over (but excluding Mental Health social work). 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 division also provides information, advice and representation services to residents with problems in welfare benefits, employment, debt, housing and immigration matters.

The gross budget is £32.4m.

#### The Community Care (Adults) Division

The Division is responsible for managing Community Care statutory responsibilities for adults (aged under 65), and Mental Health Act responsibilities for adults <u>and</u> 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 £51.5m.

#### Housing Accommodation and Tenancy Support Division.

The major focus of this division is on the management of the city council's housing stock. It also provides supported housing and temporary accommodation, mainly in

the form of hostels. Its main source of funding is the Housing Revenue Account. General fund financed services include

- Providing hostels to reduce rough sleeping and street drinking as well as catering for homeless people
- Working with the voluntary sector to help homeless people;
- Providing floating housing related support services to vulnerable people to help them sustain homes and live independently (funded by the Supporting People Fund);

The gross budget is £7.6m General Fund and £17.2m HRA.

#### Housing Improvement and Repairs Division

The major focus of this division is on the upkeep of the city council's housing stock. Its major target is to reach the government's decent homes standard by 2010. It is largely funded through the Housing Revenue Account and the Housing Capital Programme.

The gross budget is £24.5m HRA and £25.7m capital.

#### Housing Renewal, Options and Development Division

The main focus of this division is on home improvement in the private sector. This includes:

- Administering means tested home improvement grants
- Providing a home maintenance service, a handyperson service and various home security projects with the Leicester Partnership and the police
- Administering disabled facilities grants
- Helping bring empty homes back into use
- Promoting the delivery of new affordable housing
- Promoting the efficient use of energy and seeking to reduce carbon omissions
- Dealing with homeless people and providing housing advice.

The gross budget is £7.7m.

#### Safer and Stronger Communities Division

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

- 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;
- 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 Adult Learning Service, which provides adult education opportunities in line with Learning and Skills Council funding agreements.

The gross budget is £16.9m.

#### Strategy, Commissioning, Performance and Business Support Services.

This Division provides a range of support services to the department. It also manages the Supporting People programme, which offers people the opportunity to improve their quality of life through greater independence.

The gross budget is £10.0m.

#### 2.3 Funding Overview

This Departmental Revenue Strategy is primarily concerned with those services financed by the council's mainstream, general fund, revenue funding.

Local Authorities are required to account separately for the management and maintenance of their housing stock, which is financed through the Housing Revenue Account (HRA). The HRA must be operated as a ring fenced account with no subsidy to or from the general fund. The revenue strategy for the HRA is covered in a separate report.

The Housing Capital Programme is also subject to a separate report.

The Department's budget for 2007/08 for the HRA is attached as Appendix 2 and for the General Fund as Appendix 3.

#### **Housing Revenue Account**

#### 3.1 General

The Council manages and maintains c22,500 dwellings. This is known as the landlord function and is financed through rents, housing subsidy and the capital programme.

Capital expenditure is on major repairs and improvements including disabled adaptations and environmental works. Most capital expenditure is targeted at meeting the government's 'Decent Homes Standard'.

#### 3.2 **Priorities**

The council's main priorities as a social landlord are to:

- Meet the decent homes standard
- Improve tenant satisfaction
- Improve opportunities to participate
- Improve access to services, including communication with tenants
- Provide services that meet the needs of tenants in terms of equality and diversity
- Ensure neighbourhood are clean and safe
- Enable tenants to be able to live independently at home
- Tackle anti social behaviour to allow tenants to peaceful enjoyment of their homes and area they live
- Provide a value for money service including HRA income
- Widen the choice of options available for tenants in relation to the services we provide
- Ensure a skilled and knowledgeable workforce

#### 3.3 Rent Convergence

The government requires social landlords to set rents according to a prescribed formula. Its objective in doing this is to bring local authority rents up to the level charged by housing associations by the year 2017. The formula has resulted in above inflation charges for a number of years and this will continue. Leicester's average increase will be 5.23% next year. The government uses its subsidy system to claw back the additional rental income from local authorities.

#### 3.4 HRA Budget for 2008/09

This is subject to a separate report.

#### **Key Service Information**

#### 4.1 Our Service Users and Customers

Some of the Department's services are universally available to all citizens, such as community centres and Adult Learning.

Other services including Social Care, Housing Options, Hostels, Youth Offending and the Drug and Alcohol Action Team are targeted at people who require more specific support, such as

- frail older people,
- people who need help to live at home
- people who need residential accommodation
- 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 who are homeless
- people with a terminal illness,
- young offenders,
- refugees
- people who are carers for other people.

#### 4.2 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, Housing Corporation, Residents' Associations, the Learning and Skills Council, the Youth Justice Board, Voluntary Action Leicester, Connexions, Leicestershire County Council and Rutland County Council, and the Leicester and Leicestershire Economic Partnership. Many of our services are arranged and delivered by private sector and voluntary organisations.

The Department works within the Leicester Partnership to implement the Vision for Leicester and the Local Area Agreement; playing an active role in all four Delivery Groups and the Climate Change Programme Board.

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 the following table, 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.

#### able: Key External Partnerships (page 1 of 2)

Partnership	Overview	LCC Contribution	Other Partner Contributions £
Learning Disabilities Lead Commissioning	Lead commissioning of LD services funded by the Leicester City 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 The Health Act 1999, held directly by partners or passed to the council	s31 pooled: £11.6m Not pooled:	s31 pooled: £12.5m
	under s28a of the NHS Act 1977. The pooled budget with the City PCT covers a number of services including third party contracts, the Learning Disabilities Development Fund and Complex Care.	£1.3m	
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.	£4.7m	£25m
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 PCT's. Part of county wide arrangements. The agreements are renewed annually.	Nil	£1.67m
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.	£3.1m (grant funded)	£5.6m
Adult Learning	The Council works and contracts with the Learning and Skills Council	Nil	£5.5m

	to deliver an agreed Adult Learning programme in the City. Other partners include Action Deafness, City Learning Centres, the Youth Service and the Early Years Service. The Service is funded by the LSC, other grants and internal trading income and external fee income.		(Excluding fees & Internal Trading of £0.4m)
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 arrangements with the NHS under s28a of the National Health Services Act 1977, for example joint care packages and joint development work.	£1.3m	£1.4m
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	Figures subject to planning
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	£15.5m (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	£6.0m excluding internal & external trading income (£3.97m including	£0.24m from various grants
Housing Corporation	Housing Development Team work with the Housing Corporation and Registered Social Landlords to attract c£12m capital investment in the City pa to build affordable homes.	trading income)	

#### **Vision For Future**

#### 5.1 Introduction

This section sets out a broad medium term direction of travel for the services within the A&H portfolio. It is built on national policies for social care, housing and community services as well as the Council's 'Vision' which is being developed in a local context. Key to success will be the engagement of partners within and outside the Council. The Vision is being developed by the Leicester Partnership in consultation with a wide range of people and organisations across the city.

#### 5.2 Leicester's Vision

The Vision is for Leicester to be Britain's most sustainable city within the next 25 years.

It is encapsulated in three main areas:

#### **Great People**

A caring city where people feel safe and at home

- A caring community
- People feel safe
- People feel at home
- · Good places to live

#### **New Prosperity**

A prosperous city where everyone meets their potential

- People meet their potential
- Nobody is trapped in poverty
- · Ambitious and innovative
- People are healthy and active

#### **Beautiful Place**

A beautiful, quiet, clean and green city

- Less traffic
- Clean and tidy streets
- A greener city
- A meeting place for the people

Underpinning this will be quality services, which promote equality and accessibility.

The Council's Medium Term Financial Strategy (MTFS) is written in the context of the 25 Year Vision. Contained within the MFTS are the following spending commitments which are of particular relevance to this Department:

#### **Great People**

- the development of choice based provision for the elderly, including extra care.
   Such development will be a commitment on capital resources, but is expected to achieve significant leverage. Meeting the needs of growing numbers of older and vulnerable people and promoting their independence will be a key aim of revenue budget planning;
- improving community safety is anticipated to be a key aim of the local area agreement, and a priority for the use of area based grant. It is anticipated that budgets devolved to communities will be targeted (in part) on strengthening neighbourhoods;
- improving the standard of decency of homes in the city will be a key priority for the use of housing capital resources;
- increasing the supply of social and affordable housing will be an aim of capital and revenue planning, and will be sought through wider development policies.

#### **New Prosperity**

- we will work with our partners to secure best use of city-wide resources to improve adult skills; enabling local people to secure jobs in the new city economy;
- we will work with our partners to secure best use of city-wide resources to improve health.

#### Beautiful Place

- both revenue and capital resources will be committed to making the city "clean and green". This will be complemented by the use of community meeting budgets, which it is anticipated will be targeted (in part) towards improving the living environment in neighbourhoods;
- capital planning will reflect the need for schemes to minimise their carbon footprint. Revenue money is also included to help develop energy saving measures.

#### 5.3 Vision for the Adults & Housing Department

The Adults and Housing Department is continuing to develop its own way forward in the context of the Leicester Vision. The following section shows how the Department is a major contributor to the 25 Year Vision.

Our mission is to enable all adults to live fulfilling independent lives in decent homes and in a safe community.

#### **Independent Living**

- Care and support for older persons, people with learning disabilities, physical disabilities, those with mental health needs and for carers
- Choice and control and self directed support
- Reducing health inequalities and improving health outcomes
- Improving support via community and universal services

#### **Decent homes**

- Meeting the government's decent homes standards (Private and Public)
- Enabling and promoting the provision of affordable housing
- Reducing homelessness in the City
- Access to homes that meet peoples needs and promote independence

#### **Safer Communities**

- Helping people to feel safer
- Preventing and reducing crime
- Offering community service provision
- Enabling people to contribute positively to their communities

#### Our work is underpinned by the following:

- To be the best and deliver efficient and effective services
- To ensure that people are at the centre of all that we do
- To ensure that services are accessible and responsive to everyone who needs them
- To commission services that offer value for money, are joined-up, of high quality and delivered by well trained and motivated staff

#### The department endorses the values of:

- Building trust: dealing with each other and partners respectfully and transparently in the pursuit of the public interest
- Valuing staff: offering praise in a fair working environment that encourages highly skilled performance, learns from dialogue and clarifies accountability
- Cultivating leadership: setting an ambitious direction as a single democratic organisation that services the people of Leicester with integrity

 Delivering quality: taking responsibility for getting things done innovatively and exceeding the expectations of service users within managed risk

#### **Service Plans**

The Department prepares ten service plans each year which are designed to translate high level goals into actions. These plans are important drivers of the budget setting process.

The key objectives which run through most service plans include:

- Improve people's independence, health and well-being
- Increase people's choice and control over their services
- Support carers in their role
- Reduce inequalities
- Improve consultation and involvement of service users
- Meeting decency targets for housing in both the private and social sector
- Reducing crime
- Preventing homelessness

Service plans are also the drivers for the service improvements listed below.

#### 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.
- Implementation of the Respect Standard to tackle anti-social behaviour

- Increasing opportunities for tenant participation, raising tenant satisfaction levels. Improving communication, consultation and feedback with service users to assist with reviewing and improving services.
- Improving structured learning and development programmes for staff.
- Identifying opportunities for development to meet the needs of social housing within the City.
- Reducing the number of empty properties.
- Preventing homelessness, and enabling access to a range of tenures ensuring social tenancies are sustained and communities maintained.
- Improving assessment and advice, information and assistance to vulnerable people.
- Introducing the Choice Based Letting Scheme in 2008/09.

#### 5.4 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 colocation with health staff.
- Implementation of the Income Management Team, Tenancy Advice Centre and Debt Advice Workers in April 2006 to improve performance in housing management.

- Introduction of estate inspections in 2007 to identify and deal with issues for improvement on the estates.
- Increased tenant participation.
- Accreditation from the Royal National Institute for the Blind and Royal National Institute for the Deaf. Leicester is the only supplier of sheltered accommodation to obtain these accreditations.

#### 5.5 The key priorities for future change are:

- Transformation of Adult Social Care including Self Directed Support
- 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.
- Develop a zero tolerance of crime
- Offering further choice of housing through the introduction of Choice Based Lettings in Leicester.
- Through various initiatives, to further allow citizens to stay in their own homes as long as their properties continue to suit their needs.
- To continue to provide a range of support services which meet the needs of vulnerable people in housing crisis situations.

- To improve quality of service, particularly customer service as identified through customer satisfaction surveys and analysing performance.
- To have better targeted joint Housing Benefit and Council Tax Benefits take-up campaigns to improve the lives of vulnerable people.
- Achieve the Decent Homes Standard including affordable warmth.
- Increase the proportion of planned against responsive maintenance thus leading to a more effective and value for money service.
- Provide a more seamless maintenance service by having a locally based multiskilled workforce.
- Improvement and maintenance of the environments of estates.
- To continue to work towards community cohesion and tackle anti-social behaviour by empowering and investing in communities through community partnerships and re-generation.
- To increase the quantity and improving delivery of appropriate high quality affordable housing for all communities.
- By 2008/09 have reduced the number of empty properties across the City by 358.
- Continue to provide services to allow people to live in their own homes as long as they wish to stay there.
- Work with other agencies so that older and disabled people can feel part of the main community in Leicester and still be active citizens.
- Continue to provide high quality and cost effective services that are shaped by the customers.
- Extend our District Heating Schemes and introduce Combined heat and power, and introducing an Energy Services Company
- Develop renewable energy sources for and within the city

#### 5.6 Further Information on Future Challenges

Probably the single biggest challenge facing the Department is to manage the transformation of social care services while at the same time meeting substantial increases in demand within limited resources.

A vision of high quality, personalised and flexible services has been set out in the White Paper 'Our Health, Our Care, Our Say'. It outlines the Government's plans on

the 'urgent need to begin the development of a new social care system'. It's value base is for a radical transformation of social care to shift away from paternalistic, reactive care of variable quality to a mainstream system focussed on prevention, early intervention, enablement and high quality personally tailored services. People will have maximum choice, control and power over the support services they receive.

#### Key Elements:

- 1) Local Authority Leadership and new relationship between Government, Local Authorities, the NHS, Independent Sector Providers and the Regulator.
- 2) A major shift of resources and practice to prevention, early intervention and reenablement.
- 3) Putting maximum power, control and choice in the hands of the people who use these services and their Carers. This includes personal budgets (Individual Budgets) for everyone eligible for publically funded adult social care support other than in circumstances where people require emergency access to provision, with increasing use of Direct Payments. This also includes mainstreaming person centred planning and streamlining assessment to give more time for support planning and brokerage.
- 4) A high quality, universal, accessible information and advice service available to all irrespective of financial means.
- 5) A commitment to treating carers as partners and expert partners.

#### System wide transformation should include:

- Personal budgets (Individual Budgets) for everyone eligible for publicly funded adult social care support other than in circumstances where people require emergency access to provision.
- An increasing number supported to use direct payments, with locally defined targets in Local Area Agreements.
- Person centred planning and self directed support to becomes mainstream and define individually tailored support packages.
- Assessments and paperwork to be streamlined.
- High quality care homes, homecare and day services to be rewarded. Poor performers failing to respect people's dignity to no longer be used by local councils and the NHS.
- First-stop shops offering information, advice and advocacy to help people, irrespective of their means, choose care for themselves or a family
- Telecare to be integral to ensuring people can remain in their own homes and live independently.
- Local councils and voluntary organisations taking joint responsibility for tackling loneliness and isolation amongst older people
- Carers to be treated as equal partners and experts by professionals. New specific support for carers will be announced by the PM in spring 2008.
- Co-located services, e.g. social workers based in primary health centres alongside GPs and nurses
- A network of 'champions' in every community promoting dignity for older people
- Inter-generational programmes bringing older and younger people together in schools, day centres and neighbourhood housing schemes
- A transformed community equipment service consistent with the retail market model.

- Systems which support integrated working with children's services, and also act on and minimise the risk of abuse and neglect of vulnerable adults.
- Local workforce development strategies produced in partnership with the private and voluntary sectors.
- Support for at least one local user led organisation.

#### 5.7 Partnership working

One of the keys to achieving the transformation agenda will be better partnership working. The Department has different services at different levels of partnership with key agencies, including the PCT. Integration across the board would promote seamless services and improved user outcomes. Users / carers do not generally mind which organisation provides their services as long as they are of high quality.

Implications for the Department could include: -

- Changes in staff employment e.g. freestanding provider services, possibly in partnership with PCT.
- Joint appointments across the management structures of PCT / LA to deliver joint commissioning (commissioning encompasses planning, strategy development, procurement i.e. resource allocation and performance monitoring)
- Pooled budgets, potentially linked to the LAA

No cost is attached to this process although change management resources would be required, depending on the chosen path. The Department is at any early stage of developing options to progress this issue.

#### Performance, Spending Comparisons And Efficiency Plan

#### 6.1 Performance Measurement and Reporting

A wide range of performance measures and indicators are used to assess the Department's management and services. 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 bodies such as the Commission for Social Care Inspection, the Housing Inspectorate, the Audit Commission, 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 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.

The Department self-assesses its service performance; for example via the Self Assessment Survey for Adults and Older People Social Care Services. This 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 Overview and Scrutiny Management Board, and appropriate improvement plans put into place.

The Local Area Agreement (LAA) includes targets that cover key elements of the Housing function, as follows:

- Reducing Private Sector empty homes
- Increasing the proportion of Private sector decent homes
- Increasing the proportion of LA decent homes
- Homelessness prevention
- Provision of affordable housing

#### 6.2 Star Ratings (Social Services)

The annual star ratings for social services are formulated by CSCI using the measurement and reporting tools set out above. The ratings for 2007 reflect a new performance assessment framework which aligns performance to outcomes defined in the DH White Paper "Our Health, Our Care, Our Say",

Delivering outcomes includes:

- Improved health and emotional well-being
- Improved quality of life
- Making a positive contribution
- Increased choice and control
- Freedom from discrimination or harassment
- Economic well-being
- Maintaining personal dignity and respect

#### Capacity to Improve includes:

- Leadership
- · Commissioning and use of resources

These new outcomes are intended to give a rounded picture of performance in carrying out social services functions. 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. The judgement for Delivering outcomes (formerly Serving People Well) is 'Good' and Capacity for Improvement (a combined judgement from the Leadership and the commissioning & use of resources evidence domains) is 'Uncertain'. The ratings are shown in the table below:

Star Ratings 2002-2007 (adjusted to reflect an Adults only rating for 2002-2005)

Year	Pre 2007 Serving adults well? For 2007 Delivering outcomes		Performance rating (Adjusted 2002 – 2007)
2007	Good	Uncertain	食食
2006	Most	Promising	合合
2005	Most	Excellent	食食食
2004	Most	Excellent	会会会
2003	Most	Promising	合合
2002	Some	Promising	俞

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

Performance Indicators are a key element of the Star Rating Assessment. In 2006/07, 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 2006/07 continued the trend of improvement in the previous year, and is set out in the table below:

Social Care Performance Indicator Bands 2006/07	Number of Indicators	%
Band 5 (top rank)	6	25%
Band 4 (good performance)	8	33%
Band 3 (acceptable, with room for improvement)	9	37%
Band 2 (ask questions)	1	0%
Band 1 (investigate urgently)	0	0%
Total across all Bands	24	100%

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

- 23 of the 24 indicators were banded 3 or better, compared to 100% in 2005/06;
- Six indicators are now in the top band compared with 5 in 2005/06
- 50% of our indicators are better than our family authorities, and 58% are better than the national picture; and
- There are none in Band 1 (requiring urgent investigation)

#### 6.4 Star Rating "Trip or Key Threshold Indicators"

Of the above 24 indicators, the Department of Health identifies six <u>trip or key threshold indicators</u> 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 two areas, as can be seen from the table below:

"Trip Indicator" Performance 2006/07	Band
Delivery of equipment and adaptations Admissions of older people to residential and nursing care	5 5
Acceptable waiting times for care packages (Older people)	4
Households receiving intensive home care Acceptable waiting times for assessment (Older People)	4 4
Adults and Older People receiving Direct Payments	3

#### 6.5 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 2006 CPA as did the Housing block which is covered in more detail below. The council has achieved 3 stars for its overall performance.

#### 6.5.1 Performance indicators for Housing & Housing Benefits

The CPA is reliant on performance indicators, with 18 being used in the Housing assessment and 13 in the Benefits assessment. The Housing indicators cover a wide range of services that include many aspects of homelessness, repairs, tenant satisfaction, empty homes in the private sector, rent collection rates and average re-let times for LA owned dwellings.

The 13 Housing Benefit indicators cover claims administration ie: speed of processing, security issues, number of sanctions against benefit fraudsters and the efficacy of the Appeals process.

The methodology for both the Housing CPA and Benefits CPA compares performance against thresholds set by the Government. For CPA 2007 this is as follows:

#### Housing:

Performance indicator bands 2006/07	No: of indicators	%
Тор	5	27.8%
Above average	7	38.9%
Below average	5	27.8%
Bottom	1	5.5%

A level 3 score for the CPA Housing block was achieved for 2007.

The measure in the bottom threshold relates to empty homes in the private sector. This position is being addressed as part of this DRS.

Latest performance data for 2007/08 has seen 2 indicators move out of the below average threshold into the above average threshold.

#### **Housing Benefits:**

For CPA 2007 the situation was as follows:

Performance indicator	No: of indicators	%
bands 2006/07		
Тор	6	46.1%
Above average	4	30.8%
Below average	1	7.7%
Bottom	2	15.4%

Performance was rated as Level 2 for the CPA. It was significantly affected by IT problems. However, the situation is improving and a Level 3 CPA score is forecast for CPA 2008. Additional funding for two years was approved last year to help improve quality

#### 6.6 Service Planning

Each Division produces an annual service plan, in line with corporate requirements and standards. Plans include information on performance, targets, finance, 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. Service plans are used to inform the Departmental Revenue Strategy and form a link to the council's overarching strategies.

#### 6.7 Comparative Spending and Efficiency Reviews

The council uses Audit Commission (AC) comparative spend data (based on councils' 2006/07 budgets) to compare its expenditure on designated service areas with those of other ostensibly similar authorities. Those services which appear expensive are then scrutinised.

A brief summary of the position with regard to the main A&H services is described below:

#### Homelessness

AC statistics show Leicester's Homelessness Service as being expensive at £6.93 per head of population. However, closer examination shows that a number of costs have

been incorrectly attributed to the service. Also the service has been reviewed and a number of initiatives implemented. These include a staffing review, changes to the housing allocation scheme and the way the waiting list is managed and increase in bed space capacity. It is now estimated that Leicester's costs are close to the average. Performance in the section is generally above average. Average length of stay in hostels is falling, the number of rough sleepers has fallen and levels of successful intervention have risen.

#### Local Taxation (LT) & Housing Benefits (HB)

AC data for LT and HB is collected separately. However Leicester has a combined service so the sum of both is the figure that is best used for comparative purposes. This shows Leicester as being of average cost at £26.90 per head of population. This is despite Leicester having a higher than average proportion of benefit claimants. Collection rates for CT and non-domestic rates are continuing to improve and are close to average. However they remain an area of focus for the council with challenging future targets.

#### Physical Disabilities (PD)

Expenditure on physical disabilities is a little above average. This is partly because the costs of some individuals outside the 16 to 64 age range have been included. This relates to services provided by the voluntary sector where the necessary information is not currently available. Generally performance is average or above average. LCC is one of the highest performing authorities for the delivery of equipment, the Occupational Therapist waiting list has reduced very significantly and targets for individual budgets and direct payments are being met.

#### Learning Disabilities (LD)

Expenditure on LD is well above average but this is mainly explained by Leicester's prevalence rate which is 6 per thousand, compared to a national average of 3-4 per thousand. In addition the service receives very low funding from the Supporting People Programme thereby further increasing the amount required from council tax. The council has been successful in reducing the numbers of people living in residential care. The council operates a pooled budget with the PCT.

#### Older People (OP)

Expenditure on Older People appears very low but this is partly because certain costs have been charged to other categories. The Department needs to review how data is collected to make it more comparable with the statistics published by the Audit Commission.

The council is now adopting a more sophisticated and corporate approach to value for money and performance reviews. The new approach combines expenditure with performance and incorporates a direction of travel. The future focus for efficiency reviews will be where services appear expensive yet performance appears unsatisfactory and the service is heading in the wrong direction. There will also be significantly more elected member involvement through the Cabinet (Service

Transformation) Sub Group who will be involved in choosing the areas for review and determining the outcomes. Areas for review are expected to be chosen early in 2008.

The council has also undertaken reviews through its Business Improvement Programme. The first tranche of reviews has focussed on support services and most are well under way or have been completed. The second tranche, known as the Transformation Agenda, will focus more on front line services and is again likely to commence early in 2008.

#### 6.8 Efficiency Planning

Local Authorities are required to demonstrate that they are making efficiency savings, all of which must be cashable from 2008/09, in accordance with the Government's national agenda. The Efficiency Plan is shown on the table below. 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 2007/08 budget strategy approved in February 2007. New efficiencies in this DRS include £400k for departmental savings, a £250k reduction in service commissioning, a reduction in the cost of placements and very substantial, but as yet provisional, savings relating to the 'Transformation Agenda' in years 2 and 3.

The planned efficiencies total £0.973m in 2007/08, rising to £2.768m in 2008/09 and £5.559m in 2010/11. 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 2009/10.

#### ıental Efficiency Plan – Adults & Housing

ORS Ref	Initiative	Start Date	Key Milestones	End Date	How will efficiency be measured	Measurement Source	Realis ation	Resourc es	Cost Centre(s)	2007/08			2008/09 200			/10
							Date			Estimated efficiency gain £000	of which cashabl e £000	Achieve d to date £000	Est efficiency gain £000	of which cashabl e	Est efficiency gain £000	of which cashabl e
AHSC R2	Performance management of contracts. Contract monitoring of the Voluntary Sector Organisations against the outcomes, quality, etc and ensure that services are provided efficiently.	Apr 07			Contract monitoring should result in clawbacks of funds, measuring outcomes and betterment of commissioning strategy with service providers.	FMIS and budget monitoring.	Mar 08		Various	100	100		100	100	100	100
AH SCR5	Learning Disabilities: High cost packages. Review high cost packages/placements should lead to reduction in costs with no effect on service provision.	Apr 07			Looking at high cost placements and negotiate with service providers a lower cost without effect on service level provision.	FMIS	Mar 08		Various	30	30		50	50	50	50
AH SCR7	Advice Services & Benefits Support Team: Merge into one. Efficiency savings due to merger will be required.	Apr 07			Reduction in spend	FMIS	Mar 08		Various	50	50		100	100	100	100
AH DR1	Restructuring of Departments: Efficiency savings from creating the Adults and Housing Department. Merger Savings being sought.	Apr 07			Reduction in spend	FMIS	Mar 08		Various	300	300		450	450	450	450
AH DR2	Strategic Commissioning: Review of Arrangements. Efficiencies will be sought by reviewing the arrangements for the commissioning, service planning and contracting functions.	Apr 07			Improve on communications between service providers and commissioners so that care services market can be improved and value for money be sought.	FMIS	Mar 08		Various	5	5		50	50	50	50

DRS Ref	Initiative	Start Date	Key Milestones	End Date	How will efficiency be measured	Measurement Source			2007/08		3/09	2009/10				
		Date		Estimated efficiency gain £000	of which cashabl e £000	Achieve d to date £000	Est efficiency gain £000	of which cashable	Est efficiency gain £000	of which cashable						
	Strategic review of floating support services to minimise service overlap	05/05 (Proje ct start)	i) Decision on structure for sector (May 2006) ii) Procurement plan (Sept 2006) iii) Tendering services (By March 2008)	31/03/08	Cashable savings via reduction in contract values where unit numbers are retained Non-cashable via increase in unit numbers without an increase in contract values	Contracts and / or SPLS system holding financial information		Estimate d at £215,00 O over the life of the project. Met through the team budget & a £90,000 grant from the EMCE	134611 for costs Savings within the hierarchy of HHHNP	400	200		500	250	500	250
	Bathroom & Kitchens:procurement 5% reduction in contractors price for installation. Reduction in price will enable more Bathroom & Kitchen units to be installed by utilising the savings achieved. Efficiency saving is therefore, relates to greater output from the same input =Non cashable saving.	P7 07/08	Negotiations with the contractors need to be satisfactorily completed before start of P7	Bathroom & Kitchen capital programme due to finish 2010/11	Invoice details	Re-negotiated price list with contractors		Relies o negotiati ons being satisfact orily complet ed	Capital Expenditure codes 1DAA516115 1DAA517115	88			175		175	
	Efficiency Savings Across Dept												400	400	400	400
	Reduce cost & number of residential placements												300	300	400	300
	In House Home-Care & Block Contract Reductions												343	343	1,534	1,534
	Service Transformation. Efficiency Review														1,500	1,500
	Non-allowance of inflation for 08/09												300	300	300	300
										973			2,768		5,559	

#### **Overall Financial Position**

#### 7.1 2007/08 Financial Position

The 2007/08 budget is the starting point for the 2008/09 budget process. Overall, in 2007/08, the Department is forecasting an overspend of £2.5m on a gross budget of £138.3m and a net budget (after income) of £74.0m. The main overspend lies within the former Adults & Community Services (A&CS) Department where an overspend of £2.8m is predicted on a gross budget of £111.4m and a net budget of £68.1m. The main reasons for the overspend are as follows:

- The Department had an overspend of £1m in 2006/07. This was masked by the
  use of one-off reserves for that year but nevertheless the inherent shortfall
  remains.
- Demographic growth for 2007/08 is proving considerably larger than was allowed for in the budget. The main cost increases have been in:
  - People with Learning Disabilities where the cost has risen by £850k primarily due to a small number of very expensive transfers (including very complex cases costing more than £100k per annum each) from the Children and Young People's Department.
  - People with Physical Disabilities where the cost has risen by £725k. Again the significant increase is due to a comparatively small number of cases. Those with significant brain injury cost around £50k per annum each.
  - Older People with Mental Health Problems. This is the consequence of an ageing population and includes increases in dementia cases. This is costing an additional £650k.
- The Department has been affected by actions taken by the Primary Care Trust
- There is a shortfall in the Adult Skills and Learning Budget of £300k.
- The implementation of the council's business improvement programme has affected the department's financial position and its ability to make savings.

The Director is taking a range of actions to bring expenditure in line with the Department's budget. These include recruitment delays and deferring expenditure. In addition the department will have to use its remaining reserves of £850k.

Clearly this is unsustainable for the future. On going costs are being met by one-off actions and by deferring essential expenditure, which will simply increase future problems at a time when the Department no longer has the reserves to enable it to overcome unbudgeted pressures.

#### 7.2 Resources Available for 2008/09 to 2010/11

#### 7.2.1 Cash Target 2008/09

The resources initially available are shown in the Cash Target. The 2007/08 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 2007/08, and the mainstreaming of the Access & Systems Capacity Grant and the Delayed Discharge Grant.

The Full Year Effects of decisions taken in the 2006/07 and the 2007/08 budget rounds are also taken into account in the cash target.

These steps result in the Cash Target of £78,868,000 at the foot of the following table:

### CASH TARGET 2008/09

	Older People	Community Care	Safer & Stronger Communities	"Hosted" Support Services	Housing General Fund	Total Adults & Housing Department
	£000	£000	£000	£000	£000	£000
Net Controllable Budget for 2007/08						
Employee Costs	13,450.4	12,064.6	9,172.5	7,085.5	18,334.9	60,107.9
Running Costs	18,934.8	39,440.7	7,771.3	3,421.3	116,710.4	186,278.5
Income	(11,372.5)	(18,029.5)	-	· ·	_	(172,253.3)
Sub-Total	21,012.7	, ,	, , ,	8,743.5	6,039.3	74,133.1
Virements			,	ŕ		,
Human Resources BIP Savings	0.0	0.0	0.0	(160.0)	0.0	(160.0)
Committee & Public Information	0.0	0.0	0.0	(65.0)	65.0	` ′
Employee Transfer to C&YPS	0.0	0.0	(1.8)	0.0	0.0	(1.8)
Traded Services to R&C	0.0	0.0	(8.9)	0.0	0.0	(8.9)
Sub-Total	21012.7	33,475.8	4,851.1	8,518.5	6,104.3	73,962.4
Full Year Effect of 2007/08 DRS (See Table 9)						
Employee Costs	(50.0)	88.0	0.0	0.0	0.0	38.0
Running Costs	278.8	501.2	(500.0)	(253.0)	(221.0)	(194.0)
Income	12.6	87.4	0.0	0.0	17.0	117.0
Sub-Total	21,254.1	34,152.4	4,351.1	8,265.5	5,900.3	73,923.4
Grant Transfers						
Delayed Discharges	579.0	0.0	0.0	0.0	0.0	579.0
Access & Systems Capacity	2,454.4			0.0		
Sub-Total	24,287.5		4,351.1	8,265.5		,
Inflation:						
Employee Costs @ 2.75%	366.0	331.9	250.3	193.5	504.2	1,645.9
General Running Costs @ 0%	0.0			0.0		,
Income @ 2.5%	(284.6)			(44.2)		
Transport @ 2.5%	4.6	` ′	0.0	1.3	` ` `	` '
Non-domestic Rates @ 2.5%	0.3	0.2	6.8	2.7	8.0	
Grant Expenditure @ 2.5%	94.8	82.1	0.0	0.1		
Voluntary Sector @ 2.675%	49.6		21.7	3.3		
External Community Care	476.6	715.0	0.0	0.0	0.0	1,191.6
Traded Services @ 4%	0.0	0.0	0.0	27.6	13.8	-
Housing Benefits @ 2.5%	0.0	0.0	0.0	0.0	7.6	7.6
Less Housing Benefits Payments	0.0	0.0	0.0	0.0	(527.6)	(527.6)
CASH TARGET FOR 2008/09	24,994.8	35,654.3	4,327.1	8,449.8	5,442.0	78,868.0

#### 7.2.2 Full Year Details

The Full Year Effects of decisions taken in the 2006/07 and the 2007/08 budget rounds amount to a net reduction of £0.039m in 2008/09 and are detailed below.

	Increase or (Reduction) £'000
Community Care and Older People	
Home Care - Increased Care Hours commissioned to meet assessed need and maintain	
independence	120.0
Residential Care - Increased complexity of care packages	130.0
Independent Sector Residential Care Fees	300.0
Reduction in Government Grants for Preserved Rights	100.0
Care Services Efficiency Delivery Programme - National initiatives	(150.0)
Social Care Commissioning - Demographic changes	200.0
Learning Disabilities - Young people entering adult service	200.0
Adult Mental Health - External inspection requirements	88.0
Learning Disabilities - High cost care packages	(20.0)
Advice Services & Benefit Support Team merger	(50.0)
Total Community Care and Older People	918.0
Strategy, etc	
Joint Service Centres in local communities	30.0
Safer and Stronger Communities	
Community Services – budget pressures	(500.0)
<u>Departmental</u>	200.0
Departmental Reserves - One-off support	200.0
Future Years' efficiency savings Restructuring Savings from creating the Adult and Community Services Department and the	(333.0)
Children's and Young People's Department.	(150.0)
Total Departmental	(283.0)
Housing General Fund	
Unimplemented housing options saving	(30.0)
Housing benefit & CT administration	(112.0)
Conduit Street rental income	17.0
Future Years' efficiency savings	(29.0)
Additional efficiencies	(50.0)
Additional efficiences	(30.0)
Total Housing General Fund	(204.0)
Total Full Year Effect of the 2007/08 budget in 2008/09	(39.0)

#### 7.2.3 Spending and Resource Forecast

The Proposed spending increases and reductions identified in Sections 8 and 9 for 2008/09 and the following two years are listed in the Spending and Resource Forecast at Appendix 4.

Detailed schedules for the growth and savings proposals can be seen at Appendices 5 and 6.

The 2008/09 Planning Total is £83,962,000 (at a 2008/09 price base), as shown at the foot of Appendix 4.

#### 7.2.4 Net Change in Resources 2008/09 – 2010/11

The net change in resources for 2008/09 to 2010/11 is shown below.

Revenue Budget Change	2008/09	2009/10	2010/11
Full Year Effects of 2006/07, 2007/08 and 2008/09 Budget	- £0.039m	- £0.91m	- £0.22m
Net Increased Funding proposed in this Budget Strategy (Appendix 4)	£5.09m	£4.13m	£3.90m
Net Change compared to 2007/08  Net Year on Year Change	£5.05m + £5.05m	£3.22m - <b>£1.83m</b>	£3.68m +£0.46m

#### 7.3 Grant and Other Funding Issues

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. An example for next year is the Social Care Reform Grant which has been announced recently. It is a ring-fenced grant

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which is being provided to help authorities implement the government's transformation agenda.

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.

For 2008/09 onwards several very substantial grants, which were previously paid to the Department, are being directed to the Leicester Strategic Partnership, as part of the Area Based Agreement, and they will determine how the money is spent. The funding represented by these grants is essential to the financial well-being of the Department. For the purposes of this revenue strategy it has been assumed that the department will not lose out financially as a result this change to the decision making process.

#### **SECTION 8**

**Budget Proposals: Growth Items** 

### 8.1 Introduction

This section outlines the Department's growth proposals. They are consistent with the future direction of the service but are inevitably driven primarily by the level of increasing need.

All the recommendations support the 25 Year Vision for Leicester and support the key financial priorities listed in the Council's General Fund Revenue Budget Strategy.

- Increasing Need (older people and certain other vulnerable groups) is not only
  about the impact of demographics but also about enabling people to live safely
  in a caring community and, where possible and appropriate, in their own
  homes. In addition, supported by the Social Care Reform Grant, there will be
  significant changes in the provision of social care as already described in
  section 5.6.
- Funding has been provided for <u>Community Centres</u> to remain open while decisions are taken on future options. Community Centres provide facilities and services to help people feel good about where they live, keep healthy and active and act as meeting places which promote social interaction and wellbeing.
- Some one-off funding has been provided for <u>Adult Skills & Learning</u> which helps people meet their potential, be prosperous and stay healthy and active.
- <u>The Integrated Community Services Bureau</u> helps to create a city where people feel safe and at home and is an example of successful partnership working.
- Home Energy initiatives improve the quality of home life, help people save money thereby increasing prosperity and reduce carbon emissions making the city greener and more sustainable. It also is another example of partnership working.
- Empty Homes Officers will help clear the backlog of private sector empty homes and increase the availability of housing thereby helping make the city feel more prosperous and a better place to live.
- <u>Development Officers</u> will help meet the gap in the supply of affordable housing thereby helping people live in decent homes and fulfil their potential.

### 8.2 Increasing Need

Growth Item	2008/09	2009/10	2010/11
	£'000	£'000	£'000
G1 Increasing Need	4,146	5,501	6,591

The Increasing Need figures take into account the Department's current under-funding (8.2.1), future levels of increased need (8.2.2), funding from previous budget rounds (8.2.3) and the move to individualised budgets (8.2.4).

### 8.2.1 <u>Budget Deficit 2007/08</u>

Growth Item	2008/09	2009/10	2010/11
	£'000	£'000	£'000
Budget Deficit from 2007/08	2,500	2,500	2,500

The Department's current unsustainable financial position, with its inherent overspend of £2,500k, has been described at section 7.1.

#### 8.2.2 Increasing Need

Growth Item	2008/09	2009/10	2010/11
	£'000	£'000	£'000
Increasing Need	2,189	4,835	7,774

In common with other Adult Social Care Departments nationally the council is under continuing pressure from increasing levels of need. For example:

- Leicester has an ageing population, with an expected increase of 27% in the over 85 age group in the next 20 years
- 1 in 4 people over 85 will develop dementia
- The cost of care rises significantly for over 85s
- The Learning Disability population will rise significantly and Leicester has a significantly higher incidence rate than the national average
- The number of younger people with severe disabilities is increasing by 1% each year.

The council's 'Increasing Need' calculations have been based on:

- Leicester's demographic data including that relating to the over 85s
- Knowledge of the service users moving from CYPS
- National and local trends

Assumptions have been made on:

- Numbers of service users who will have Individual Budgets
- The future cost contributions of service users (it has been assumed current levels will be maintained).

The position with regard to each of the main service blocks is shown below. Inevitably there is more certainty about the year one position than there is for the later years. In accordance with normal practice predictions will be revisited annually.

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Older People (excluding mental health)	2008/09	2009/10	2010/11
	£'000	£'000	£'000
There is an ageing population. Demographics show little change in the 65 to 84 age range but a substantial increase in the high cost over 85 range; many of whom will require residential accommodation and band 5 level care.	115	602	1,249

Learning Disabilities	2008/09	2009/10	2010/11
Learning Disabilities	£'000	£'000	£'000
The council's target is to move 25 people a year from residential care to supported living. This produces savings in about 65% of cases. Leicester has an incidence rate which is considerably higher than the national average.  The main financial pressures result from the numbers of young people moving into adulthood. Included in these figures are small numbers with complex and very complex needs. For the latter the cost per annum is over £100k per person.	627	1,254	1,881

Physical Disabilities	2008/09	2009/10	2010/11
, , , , , , , , , , , , , , , , , , , ,	£'000	£'000	£'000
The council is starting to see greater take-up of services due to the move to individual budgets as this provides service users with greater choice and flexibility. There will be some compensating reductions in the use of inhouse and commissioned services. These savings are shown in the table of savings below. There are a small number of brain injury cases each year which cost around £50k per annum each.	682	1,421	2,263

Older People Mental Health	2008/09	2009/10	2010/11
	£'000	£'000	£'000
One outcome of an ageing population is an increase in mental health problems; in particular increasing numbers of people with dementia. The year on year increase is running at 7.5%.	375	778	1,211

Adults Mental Health	2008/09	2009/10	2010/11
	£'000	£'000	£'000
This includes high cost cases which are increasing by around 15 people each year. These cost, on average, £25k per annum each.	390	780	1,170

## 8.2.3 Previous DRS Allowances for Increasing Need

Negative Growth Item	2008/09	2009/10	2010/11
	£'000	£'000	£'000
Previous DRS Allowances for Increasing Need. Now replaced by revised needs calculations above.	(200)	(300)	(300)

## 8.2.4 Impact of Individual Budgets

Negative Growth Item	2008/09	2009/10	2010/11
	£'000	£'000	£'000
In-House Home-Care and Block Contract Reductions.  Included in the above growth figures are increases associated with the use of individual budgets (IB). The impact of introducing IB is two fold. Firstly IB increases demand as service users have greater control of the care provided. Secondly it results in a change in the way services are provided. In particular there will be a switch away from commissioned and in-house services. The cost reductions in this table show the extent of the switch and are an offset against the section 8.2 growth areas.		£1000 (1,534)	£ 000 (3,383)

## 8.3 <u>Unidentified Savings and Shortfalls</u>

Growth Item	2008/09	2009/10	2010/11
	£'000	£'000	£'000
G2 Previous DRS unidentified savings & shortfalls	433	766	766

Unidentified savings from earlier years are reviewed annually and replaced with new targets based on revised estimates. The new targets are included amongst the budget reductions below.

### 8.4 <u>Community Centres</u>

Growth Item	2008/09	2009/10	2010/11
	£'000	£'000	£'000
G3 Community Centres	750	0	0

This recommendation would allow existing community centres to remain open for a further year while a strategic review is undertaken of all significant community property issues, options for new investment, co-location opportunities and community ownership options.

## 8.5 Adult Skills & Learning

Growth Item	2008/09	2009/10	2010/11
	£'000	£'000	£'000
Adult Skills and Learning	300	0	0

This function is currently under-funded by £300k. This recommendation allows the service to continue for a further year while options to achieve a balanced budget are considered.

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### 8.6 <u>Integrated Community Service Bureau (ICSB)</u>

Growth Item	2008/09	2009/10	2010/11
	£'000	£'000	£'000
Integrated Community Service Bureau (ICSB)	84	84	84

The City Council, along with partner local authorities in the County, and the Police are seeking to maintain the Inter-agency Community Safety Bureau. The provides a comprehensive ASB analytical and performance capability to the Community Safety Partners. This function has been fulfilled through the 101 project. The Home Office withdrew 101 funding in November 2007.

This recommendation represents the council's contribution to a partnership arrangement with the police and other local authorities following the withdrawal of Home Office funding.

#### 8.7 Above Inflation Increases in Domiciliary Care Contracts

Growth Item	2008/09	2009/10	2010/11
	£'000	£'000	£'000
Above Inflation Increases in Domiciliary Care Contracts	50	50	50

The council's contract with domiciliary care providers allows for an inflation award that is higher than that applied to the council's budgets.

#### 8.8 Increased Statutory Holiday Entitlement

Growth Item	2008/09	2009/10	2010/11
	£'000	£'000	£'000
Increased Statutory Holiday Entitlement	45	110	110

Statutory holiday entitlements will increase to 4.8 weeks from 1 October 2007 and to 5.6 weeks from 1 April 2009. This has an impact on those who receive direct payments and who employ personal assistants to provide them with care and support as they will have to arrange cover during this extra holiday entitlement.

## 8.9 Home Energy (Rowsley Street)

Growth Item	2008/09	2009/10	2010/11
	£'000	£'000	£'000
Home Energy (Rowsley Street)	0	55	55

The aim of the Home Energy Team is to identify funding for and help implement energy schemes. The Government requires Utility Companies to put money into carbon reduction schemes in the domestic sector. Available funding will increase next year as the Government expect utilities to do more.

Local authorities who set up good schemes maximize the resources they receive. Leicester has a good record on this. It gets money for Hot Lofts, Health through

Warmth, loan money from EST and fees from able- to -pay owner occupiers (Energy Sense). External funding totals £50k revenue and £400k capital per year. However external funders increasingly want to see some element of matched funding. For Leicester this is best provided through staffing. This recommendation covers a team leader post and associated costs for the Home Energy Team. The Team has sufficient funding set aside for 2008/09 but would need mainstream funding to continue after this.

## 8.10 **Empty Homes Officers**

Growth Item	2008/09	2009/10	2010/11
	£'000	£'000	£'000
Two Empty Homes Officers	60	60	0

Two additional Empty Homes Officers for two years would help the team to deal with the private sector backlog of empty homes.

## 8.11 <u>Development Officer</u>

Growth Item	2008/09	2009/10	2010/11
	£'000	£'000	£'000
Development Officer to increase the number of	30	30	0
affordable homes			

To meet the growth point and regional plan targets the council needs to increase the current output of c200 affordable homes a year to 378.

The current establishment of 6 staff have a full workload. The additional Development Officer would allow work to proceed in the following areas:

- New allocations from the Housing Corporation (announced in February).
- The backland Sites Programme. The next area is Braunstone where there are a further 200 hundred sites waiting to be assessed.
- Mutual Home Ownership: further consideration.
- Council Bungalows: strategic assessment for future improvements/redevelopment options.
- Local Housing Companies.

#### **SECTION 9**

## **Budget Proposals: Reduction Items**

#### 9.1 Introduction

The reductions shown below are concerned with the council's commitment to quality services and value for money (VFM).

In future detailed budget planning will encompass VFM in 2 ways:

- (a) by means of transparent analysis of the relative costs and performance of each area of service, and explicit justification for any decision to continue spending at high levels. This analysis will be made publicly available in future budget processes;
- (b) through linkages to the service transformation programme and reviews encompassed within it, outcomes of which will be reported as part of the budget decision making process.

### 9.2 Efficiency Savings across the Department

Reduction Item	2008/09	2009/10	2010/11
	£'000	£'000	£'000
Efficiency Savings across the Department	(400)	(400)	(400)

The Director of Adults & Housing will identify efficiency savings within the Department.

#### 9.3 Reduce the Cost and Number of Residential Placements

Reduction Item	2008/09	2009/10	2010/11
	£'000	£'000	£'000
Reduce the Cost and Number of Residential Placements	(300)	(400)	(500)

This would be achieved by reducing the number of people in residential care and reviewing high cost placements with a view to achieving the same or better care at lower cost.

#### 9.4 Net Increase in Government Grants

Reduction Item	2008/09	2009/10	2010/11
	£'000	£'000	£'000
Net Increase in Government Grants	(104)	(231)	(355)

This reduction item reflects some additional funding that the government are putting into Adult Social Services. The Mental Health Grant (£122k) and Carers Grant (£75k) have had above inflation increases. However, offsetting this, the 'Access and Systems' and 'Delayed Discharges' Grants, together worth over £3.7m, have been

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included in mainstream funding but have been left at 2007/08 levels. The result of not allowing inflation equates to a loss of income to the Department of £93k.

The net figure is £104k in 2008/09 and increases in the two subsequent years.

### 9.5 <u>Service Transformation</u>

Reduction Item	2008/09	2009/10	2010/11
	£'000	£'000	£'000
Service Transformation		(1,500)	(2,500)

Adult Social Care Services are to be reviewed as part of the council's service transformation programme which will be looking at the opportunity for making efficiency savings. The savings shown above are indicative.

#### **SECTION 10**

# **Equality Impact Assessment Equalities**

#### 10.1 Background

The Council has a general duty under the Race Relations (Amendment) Act 2000 to promote race equality. This means 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 has a policy of fully integrating equalities into all aspects of its business and services. It also has a commitment towards the Equality Standard for Local Government, which requires new and reviewed policies to undergo an Equality Impact Assessment at all key stages in the decision making process.

Within the Adults and Housing Department, a priority is to promote equality of service users, customers, carers and our workforce, so we can demonstrate that we are meeting the needs of all the City's communities. The Department is committed to the implementation of race equality policies to eliminate racism and to value culture diversity.

#### 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.

#### 10.2.1 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.

#### 10.2.2 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.

#### **SECTION 11**

## **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 2008

#### 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 Neighbourhood Centres

It is recommended that charges are increased in line with inflation.

#### 7.2.3 Adult Learning

Community Services are consulting on a new consistent scheme which would incorporate an inflation increase and this is recommended.

### 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 £8.00 per hour and £200.00 per week respectively. About half of all users pay towards their home care costs.

Home care service users with savings or other capital over £21,000, or a high level of income, 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
- <u>plus</u> 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 <u>or</u> Pension Credit <u>and</u> who <u>do not</u> receive Attendance Allowance (or Disability Living Allowance [care] for the under 65's) automatically receive the service free of charge. In total, about half 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, in line with inflation from £8.00 per hour to £8.20 per hour from April 2008. This would raise an extra £20,000 per year.

Service users who receive Income Support <u>or</u> Pension Credit <u>and</u> 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.

It is recommended that charges for meals are increased by 10p to £2.70. No increases to drinks, breakfast and tea are recommended.

The proposed Non-Residential Charges from April 2008 are set out in the following table:

## **Proposed Non-Residential Charges from April 2008**

Service	Current Charge	Proposed Charge from April 2007	Approximate full cost of service
Lunchtime Meal	£2.60	£2.70	£4.00
<b>Transport</b> from Home to Day Centre / Community Activity	Nil	Nil	£5.00 - £30.00
<b>Drinks</b> at Day Centre / Elderly Persons Home	£0.40	£0.40	£0.50
Breakfast and Tea at Elderly Person's Home (for non-residents)	£0.55	£0.55	£1.00
Blue Badge (nationally set)	£2.00	£2.00	£8.50
Home Care			
Hourly charge (up to the individual's maximum assessed charge)	£8.00	£8.20	£11.00
Standard Disability Disregard	£20.00	£20.00	N/A
Maximum Weekly Charge (people with substantial income or capital)	£200	£200	At least £315

## 7.2.6 Housing Charges

Recommendations for changes to charges for Housing related services have been included in the Housing Revenue Account Budget Report 2008/09.

#### **SECTION 12**

## **Earmarked/Departmental Reserves**

#### 12.1 Summary Position

As described in Section 7.1 the Department will need to use all its non-ringfenced reserves as part of its strategy to come in within budget in the current year.

### 12.2 <u>Current Reserves</u>

Current Reserves are as follows:

**The Milford Fund** currently stands at £108k. The balance at the year end is forecast to be nil.

**Butterwick House Reserve**. This reserve was 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.

**Adult Skills & Learning Reserve**. This reserve of £223k has been used to fund some of the costs of the 2006/07 Adult Skills & Learning Review. The balance at the year end is forecast to be nil.

**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. This reserve will be fully utilised in the current year. Any claims in future years will need to be met from in year revenue funding.

**Supporting People Ring Fenced Reserve**. This reserve of £2m can only be used for Supporting People purposes. It is expected this balance will remain at the end of the year.

Housing Revenue Account Ring Fenced Reserve. This reserve can only be used in connection with council housing and is expected to increase from the current level of £3.4m to £4.1m by the year end.

### **SECTION 13**

## Risks To The Delivery Of The DRS

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

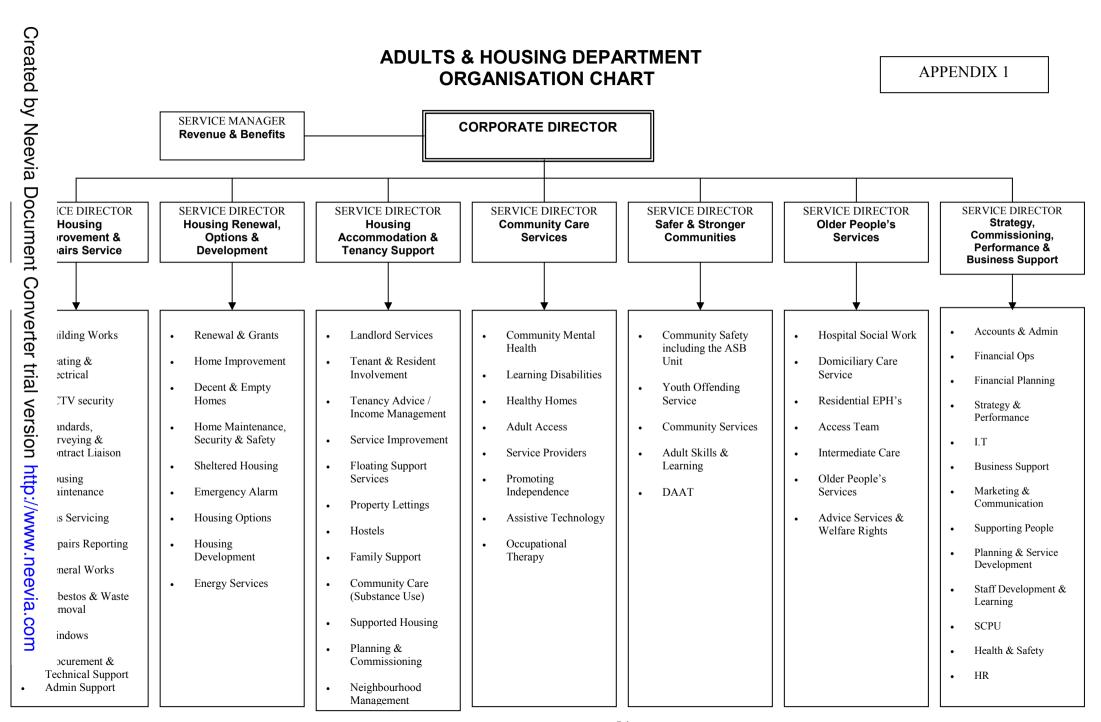
- The volatility of several service areas and particularly within social care where a single complex case can cost the authority over £100k;
- Severe pressure on the budget occurring during the year, due to increasing demand for services and the need to comply with statutory service requirements;
- The Department's ability to directly control its income and expenditure is diminishing.
  - Substantial sums which the Department had previously received as grant, including the Carer's Grant, are being re-directed through the Local Area Agreement where the decision on how the money is to be spent will be taken. This decision could have a significant impact on the Department's finances.
  - The Department will no longer have the reserves which it used previously to manage volatility
  - Centralisation of support services budgets, through the Business Improvement Programme, has taken away a lever which the Department used previously when it needed to make short-term reductions
  - Joint working with the Primary Care Trust (PCT), while beneficial to services, means that overspends are shared.
- Actions taken by the PCT can have a direct impact on the council's costs. For example a much greater number of placements have been required for hospital discharges than in previous years which is in part related to the changes this year in rehabilitation provision commissioned by the PCT within acute and community settings;
- 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;
- 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
- 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;

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 14**

### **CONSULTATION ON BUDGET PROPOSALS**

Unions and staff have been made aware of the budget proposals.



## **Housing Revenue Account - BUDGET 2007/08**

	2007/08 Budget £000s
Income	
Rent – dwellings	60,811
Other Income	5,443
Total Income	66,254
Expenditure	
Landlord Services	17,196
Repairs & Maintenance	24,628
Capital Financing	12,272
Capital Financing from Revenue	200
Payments to Government: Negative Subsidy	11,448
Total Expenditure	65,744
Deficit / (Surplus) for Year	(510)
Working Balance b/fwd	(2,911)
WORKING BALANCES c/fwd	(3,421)

## **APPENDIX 3**

## **ADULTS & HOUSING GENERAL FUND - BUDGET 2007/08**

	2007/08 Net Budget £000s
Older People Services	21,013
Community Care Services Adults	33,476
Safer & Stronger Communities	4,862
Private Sector Housing & Development	984
Local Taxation and Housing Benefit Administration	3,228
Miscellaneous Service Provision	417
Hostels & Community Care	(337)
Housing Options	1,552
Tenancy Sustainment	(373)
Energy	61
Directorate	485
Strategy, Commissioning, Performance & Business Support	8,258
<b>Total Controllable Budgets</b>	73,626

Adults & Housing Budget Proposals 2008/09 to 2010/11

Adults & Housing Budget Proposals 2008/09 t			
	2008/09		2010/11
	£'000	£'000	£'000
2009/09 Cash Target	78,868.0	78,868.0	78,868.0
GROWTH			
ADULTS & COMM. SERVICES			
Increasing Need & Other Pressures			
G1 Increasing Need	4,146.0	5,501.0	6,591.0
G2 Unidentified Efficiency Savings from Previous DRSs	433.0	766.0	766.0
Total	4,579.0	6,267.0	7,357.0
Sofor & Stronger Communities			
Safer & Stronger Communities G3 Community Centres	750.0	0.0	0.0
G4 Adult learning service	300.0		0.0
G5 Integrated Community Safety Bureau	84.0		84.0
Salety Buleau	04.0	04.0	04.0
Commissioning, Business Support & Directorate			
G6 Above inflation increase in Dom Care Contracts	50.0	50.0	50.0
G7 Stat hol entitlement for assistants to DP users	45.0	110.0	110.0
Total Growth A&CS	5808.0	6511.0	7601.0
HOUSING			
Budget Shortfall for Existing Services			
G8 Home Energy (Rowsley St)	0.0	55.0	55.0
Service Developments (Manifesto Commitments)			
G9 Empty Homes Officers (2)	60.0		0.0
G10 Development Officers (1)	30.0	30.0	0.0
Total Growth Housing	90.0	145.0	55.0
Total Growth Housing	30.0	140.0	00.0
TOTAL GROWTH	5,898.0	6,656.0	7,656.0
	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	2,00010	1,00010
REDUCTIONS			
R1 Efficency Savings across the Dept	(400.0)	(400.0)	(400.0)
R2 Reduce cost & number of residential placements	(300.0)	(400.0)	(500.0)
R3 Increase in Govt Grants	(104.0)	(231.0)	(355.0)
R4 Service Transformation	0	(1,500.0)	(2,500.0)
TOTAL REDUCTIONS	(804.0)	(2,531.0)	(3,755.0)
TO TAL NEDOCTIONS	(004.0)	(2,331.0)	(3,733.0)
Total Growth less Reductions	5,094.0	4,125.0	3,901.0
Planning Total (2008/09 Price Base)	83,962.0	82,993.0	82,769.0

SERVICE AREA			Proposal No: (	G1	
Purpose of Service					
Provision of social care for Adults and Older People					
<b>Details of Proposed Projects(s) Growth:</b>					
Increasing Need/Demographic Growth: Th					
in 2007/08 and future increasing need/demog Learning Disabilities, Physical Disabilities, O			•		
Health).	rider reopte s	ivicinai i ica	itii alia Adults N	ACIItai	
Type of Growth (delete as appropriate)					
Other					
Justification for Proposal (including servic	e implications	<u>s)</u>			
Provision of ongoing services					
Related Service Plan & Reference: Older P	Peoples & Adu	lts Plans			
<b>Objective (including reference):</b>					
Date of earliest implication / date of propos	sed implicatio	<u>n:</u>			
Financial Implications of Proposal	2007-08 £000s	2008-09 £000s	2009-10 £000s	2010-11 £000s	
One-Off	Costs of Cha	ange	·		
Staff					
Non Staff Costs					
Income					
Effects of Changes on Budget	Existing Budget				
Staff					
Non Staff Costs					
Income					
Net Total		4,146	5,501	6,591	
Staffing Implications		2008-09	2009-10	2010-11	
Current service staffing (FTE)					
Extra post(s) (FTE)					

SERVICE AREA		P	roposal No:	G2
Purpose of Service Adults, Housing and Community Services				
Details of Proposed Projects(s) Growth: Unidentified efficiency savings from previous years are reviewed annually and replaced with targets are included as budget reductions.		_	_	
Type of Growth (delete as appropriate)				
Decisions already taken/Service Improveme	ent/Other			
Justification for Proposal (including servi Provision of ongoing services	ice implication	<u>s)</u>		
Related Service Plan & Reference: Older	Peoples & Adu	ılts Plans		
Objective (including reference):				
Objective (including reference):  Date of earliest implication / date of propertions.	osed implication	2008-09 £000s	2009-10 £000s	2010-11 £000s
Date of earliest implication / date of propertions of Proposal  One-Off	2007-08	2008-09 £000s		
Date of earliest implication / date of properties.  Financial Implications of Proposal  One-Off	2007-08 £000s	2008-09 £000s		
Date of earliest implication / date of proposal  Financial Implications of Proposal  One-Off Staff Non Staff Costs	2007-08 £000s	2008-09 £000s		
Date of earliest implication / date of properties.  Financial Implications of Proposal  One-Off	2007-08 £000s	2008-09 £000s		
Date of earliest implication / date of proposal  Financial Implications of Proposal  One-Off Staff Non Staff Costs Income	2007-08 £000s f Costs of Ch	2008-09 £000s		
Date of earliest implication / date of properties.  Financial Implications of Proposal  One-Off Staff Non Staff Costs Income  Effects of Changes on Budget	2007-08 £000s f Costs of Ch	2008-09 £000s		
Date of earliest implication / date of proposal  Financial Implications of Proposal  One-Off Staff Non Staff Costs Income  Effects of Changes on Budget  Staff	2007-08 £000s f Costs of Ch	2008-09 £000s		
Date of earliest implication / date of proposal  Financial Implications of Proposal  One-Off Staff Non Staff Costs Income  Effects of Changes on Budget  Staff Non Staff Costs	2007-08 £000s f Costs of Ch	2008-09 £000s		
Date of earliest implication / date of proposal  Financial Implications of Proposal  One-Off Staff Non Staff Costs Income  Effects of Changes on Budget  Staff Non Staff Costs Income	2007-08 £000s f Costs of Ch	2008-09 £000s ange	£000s	£000s
Date of earliest implication / date of proposal  Financial Implications of Proposal  One-Off Staff Non Staff Costs Income  Effects of Changes on Budget Staff Non Staff Costs Income Net Total	2007-08 £000s f Costs of Ch	2008-09 £000s ange	<u>£000s</u>	<u>£000s</u>

SERVICE AREA			Proposal No:	G3		
Purpose of Service Community Centres						
Details of Proposed Projects(s) Growth:  Community Centres are being funded sufficiently for them to remain operational in 2008/09. They will be part of a strategic review encompassing the council's building portfolio. Decisions about future funding will be an outcome of this review.						
Type of Growth (delete as appropriate)						
Other						
Justification for Proposal (including service	e implication	<u>s)</u>				
	•	<u></u>				
Related Service Plan & Reference:						
Objective (including reference):						
Date of earliest implication / date of propos	sed implication	on:				
Financial Implications of Proposal	2007-08 £000s	2008-09 £000s	2009-10 £000s	2010-11 £000s		
One-Off	Costs of Ch	ange	<b>-</b>	1		
Staff						
Non Staff Costs						
Income						
Effects of Changes on Budget	Existing Budget					
Staff		750	0	0		
Non Staff Costs		/30	0	0		
Income						
Net Total		750	0	0		
Staffing Implications		2008-09	2009-10	2010-11		
Current service staffing (FTE)						
Extra post(s) (FTE)						

SERVICE AREA		]	Proposal No:	G4	
Purpose of Service					
Adult Skills and Learning					
<b>Details of Proposed Projects(s) Growth:</b>					
This function is currently under-funded by £3 continue for a further year while options to ac				rvice to	
Type of Growth (delete as appropriate)					
Other					
Justification for Proposal (including service	e implication	<u>ıs)</u>			
Related Service Plan & Reference:					
Objective (including reference):					
Date of earliest implication / date of propositions of Proposal	sed implication  2007-08 £000s	2008-09 £000s	2009-10 £000s	2010-11 £000s	
One-Off	Costs of Ch	ange	·		
Staff					
Non Staff Costs					
Income					
Effects of Changes on Budget	Existing Budget				
Staff					
Non Staff Costs					
Income					
Net Total		300	0	0	
Staffing Implications		2008-09	2009-10	2010-11	
Current service staffing (FTE)					
Extra post(s) (FTE)					

SERVICE AREA		]	Proposal No: (	G5	
Purpose of Service					
<b>Details of Proposed Projects(s) Growth:</b>					
INTEGRATED COMMUNITY SAFETY BUREAU. £84K  The Home Office has stopped funding on the Single Non Emergency Number 101. This included the ICSB. This is a project run by the police in partnership with local authorities. Mainstream funding from all local authorities is required if the project is to continue.					
Type of Growth (delete as appropriate)					
Decisions already taken/Service Improvemen	t/Other				
Justification for Proposal (including service	e implication	<u>is)</u>			
Related Service Plan & Reference:					
Objective (including reference):					
Date of earliest implication / date of propos	sed implicatio	on:			
Financial Implications of Proposal	2007-08 £000s	2008-09 £000s	2009-10 £000s	2010-11 £000s	
One-Off	Costs of Ch	ange			
Staff					
Non Staff Costs					
Income					
Effects of Changes on Budget	Existing Budget				
Staff					
Non Staff Costs					
Income					
Net Total		84	84	84	
Staffing Implications		2008-09	2009-10	2010-11	
Current service staffing (FTE)					
Extra post(s) (FTE)					

SERVICE AREA Proposal No: G6				G6	
Purpose of Service					
Domiciliary Care Contracts – above inflation	ilicieases				
<b>Details of Proposed Projects(s) Growth:</b>					
The inflation award to contracted domiciliary care service (personal care) providers is based on RPI-X as per the agreed contract terms and conditions. This is half a percent more than the council's standard allowance for inflation awarded to departments and therefore an additional cost.					
Type of Growth (delete as appropriate)					
Decisions already taken					
Justification for Proposal (including servic Contracted agreement.	e implications	<u>s)</u>			
Related Service Plan & Reference:					
Objective (including reference):					
Date of earliest implication / date of propos	sed implicatio	on:			
Financial Implications of Proposal	2007-08 £000s	2008-09 £000s	2009-10 £000s	2010-11 £000s	
One-Off	Costs of Cha	ange			
Staff					
Non Staff Costs					
Income					
Effects of Changes on Budget	Existing Budget				
Staff					
Non Staff Costs		50	50	50	
Income					
Net Total		50	50	50	
Staffing Implications		2008-09	2009-10	2010-11	
Current service staffing (FTE)					
Extra post(s) (FTE)					

SERVICE AREA		]	Proposal No:	G7	
Purpose of Service					
<b>Details of Proposed Projects(s) Growth:</b>					
Statutory holiday entitlement has increased. This has an impact on direct payment users who employ personal assistants. Users will have to arrange cover during this extra holiday entitlement.					
Type of Growth (delete as appropriate)					
Other					
Justification for Proposal (including service	e implication	<u>s)</u>			
Related Service Plan & Reference:					
Objective (including reference):					
Date of earliest implication / date of propos	sed implication	on:			
Financial Implications of Proposal	2007-08 £000s	2008-09 £000s	2009-10 £000s	2010-11 £000s	
One-Off	Costs of Ch	ange			
Staff					
Non Staff Costs					
Income					
Effects of Changes on Budget	Existing Budget				
Staff					
Non Staff Costs		45	110	110	
Income					
Net Total		45	110	110	
Staffing Implications		2008-09	2009-10	2010-11	
Current service staffing (FTE)					
Extra post(s) (FTE)					

SERVICE AREA			Proposal No:	G8
Purpose of Service				
Reduction of carbon emissions				
<b>Details of Proposed Projects(s) Growth:</b>				
Home Energy (Rowsley St). Their aim is brir requires the Utility Companies to put money The amount will increase next year as the Go Local authorities, like Leicester, who set up g we get money for are: Hot Lofts, Health throupay owner occupiers (Energy sense). Extern per year. These schemes need 3 staff to run. home safety/ energy/ repair support for their of Growth will pay for a Team Leader ,building	into carbon re vt is expecting good schemes ugh Warmth, I hal funding to In addition Su clients.	duction sche g utilities to get more fro loan money: tals c £50k r are Start pay	emes in the dome do more. om the utilities. from EST, fees evenue and £40	The schemes from able- to 0k capital
Type of Growth (delete as appropriate)				
Decisions already taken/Service Improvemen	t/Other			
Justification for Proposal (including service		<u>is)</u>		
Related Service Plan & Reference:				
Objective (including reference):				
			I	
Date of earliest implication / date of propo	sed implication	on:		
Financial Implications of Proposal	2007-08	2008-09	2009-10	2010-11
One-Off	£000s Costs of Ch	£000s	<u>£000s</u>	£000s
Staff		alige		
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff				
Non Staff Costs				
Income				
Net Total		0	55	55
Staffing Implications		2008-09	2009-10	2010-11
Current service staffing (FTE)				
Extra post(s) (FTE)				

SERVICE AREA		P	roposal No: (	G9
Purpose of Service		·		
Bring empty homes back into use				
<b>Details of Proposed Projects(s) Growth:</b>				
Empty Homes Officers. The Empty Homes into use as residential dwellings. Additional staffing for 2 years is required to the lower CPA threshold.				
Type of Growth (delete as appropriate)				
Decisions already taken/Service Improveme	nt/Other			
Justification for Proposal (including servi		<u>s)</u>		
ousement of 110post (meruum servi	ee impireution	<u>5 j</u>		
Related Service Plan & Reference:				
Objective (including reference):				
Objective (including reference):				
Objective (including reference):				
Objective (including reference):				
Objective (including reference):  Date of earliest implication / date of property	osed implicatio	on:		
	osed implication  2007-08 £000s	2008-09 £000s	2009-10 £000s	2010-11 £000s
Date of earliest implication / date of proposal	2007-08	2008-09 £000s		
Date of earliest implication / date of proposal	2007-08 £000s	2008-09 £000s		
Date of earliest implication / date of properties of Proposal One-Off	2007-08 £000s	2008-09 £000s		
Date of earliest implication / date of proposal  Financial Implications of Proposal  One-Off	2007-08 £000s	2008-09 £000s		
Date of earliest implication / date of proposal  Financial Implications of Proposal  One-Off Staff Non Staff Costs	2007-08 £000s	2008-09 £000s		
Date of earliest implication / date of proposal  Financial Implications of Proposal  One-Off  Staff  Non Staff Costs  Income	2007-08 £000s f Costs of Ch	2008-09 £000s		
Date of earliest implication / date of proposal  Financial Implications of Proposal  One-Off Staff Non Staff Costs Income  Effects of Changes on Budget	2007-08 £000s f Costs of Ch	2008-09 £000s	£000s	£000s
Date of earliest implication / date of proposal  Financial Implications of Proposal  One-Off Staff Non Staff Costs Income  Effects of Changes on Budget  Staff	2007-08 £000s f Costs of Ch	2008-09 £000s	£000s	£000s
Date of earliest implication / date of proposal  Financial Implications of Proposal  One-Off Staff Non Staff Costs Income  Effects of Changes on Budget  Staff Non Staff Costs	2007-08 £000s f Costs of Ch	2008-09 £000s	£000s	£000s
Date of earliest implication / date of proposal  Financial Implications of Proposal  One-Off  Staff  Non Staff Costs  Income  Effects of Changes on Budget  Staff  Non Staff Costs  Income	2007-08 £000s f Costs of Ch	2008-09 £000s ange	<u>£000s</u>	<u>£000s</u>
Date of earliest implication / date of proposal  Financial Implications of Proposal  One-Off Staff Non Staff Costs Income  Effects of Changes on Budget Staff Non Staff Costs Income Net Total	2007-08 £000s f Costs of Ch	2008-09 £000s ange	60 60	0 0

#### **SERVICE AREA Proposal No: G10 Purpose of Service** To increase the number of affordable homes. **Details of Proposed Projects(s) Growth:** To meet the growth point and regional plan targets the council needs to increase the current output of c200 affordable homes a year to 378. The additional Development Officer would allow work to proceed in the following areas: New allocations from the Housing Corporation (announced in February). • The backland Sites Programme. The next area is Braunstone where there are a further 200 hundred sites waiting to be assessed. • Mutual Home Ownership: further consideration. Council Bungalows: strategic assessment for future improvements/redevelopment options. Type of Growth (delete as appropriate) Decisions already taken/Service Improvement/Other Justification for Proposal (including service implications) **Related Service Plan & Reference: Objective (including reference):** Date of earliest implication / date of proposed implication: **Financial Implications of Proposal** 2008-09 2007-08 2009-10 2010-11 £000s £000s £000s £000s **One-Off Costs of Change** Staff Non Staff Costs Income Existing **Effects of Changes on Budget** Budget Staff 30 30 0 Non Staff Costs Income **Net Total** 30 0 30 Staffing Implications 2008-09 2009-10 2010-11 Current service staffing (FTE) Extra post(s) (FTE) 1 1 0

SERVICE AREA			Proposal No: 1	K1
Purpose of Service Adults and Housing Services				
<b>Details of Proposed Reduction:</b>				
Efficiency Savings across the Department. T savings across all its services. The areas for s	•			ciency
Type of Reduction (delete as appropriate)				
Efficiency/Restructuring				
Service Implications (including delivery of	service plan)			
Related Service Plan & Reference:				
Objective (including reference):				
Date of earliest implication / date of proposed implication:				
Financial Implications of Proposal	2007-08 £000s	2008-09 £000s	2009-10 £000s	2010-11 £000s
One-Off	Costs of Cha	ange		
Staff				
Non Staff Costs				
Income				
Effects of Changes on Budget	Existing Budget			
Staff				
Non Staff Costs				
Income				
Net Total		(400)	(400)	(400)
Staffing Implications		2008-09	2009-10	2010-11
Current service staffing (FTE)				
Post(s) deleted (FTE)				
Current vacancies (FTE)				_
Individuals at risk (FTE)				

SERVICE AREA		P	Proposal No: R2		
Purpose of Service					
Adult Social Care					
<b>Details of Proposed Reduction:</b>					
Reduce cost and number of residential places	ments				
reduce cost and number of residential places	ments.				
Type of Reduction (delete as appropriate)					
Efficiency Service Implications (including delivery of	f sanviga nlan)				
Service implications (including derivery of	i sei vice piani)				
Related Service Plan & Reference:					
Objective (including reference):					
Date of earliest implication / date of propo	osed implication	<u>n:</u>			
Financial Implications of Proposal	2007-08 £000s	2008-09 £000s	2009-10 £000s	2010-11 £000s	
One-Off	Costs of Cha	ange			
Staff					
Non Staff Costs					
Income					
Effects of Changes on Budget	Existing Budget				
Staff					
Non Staff Costs					
Income					
Net Total		(300)	(400)	(500)	
Staffing Implications		2008-09	2009-10	2010-11	
Current service staffing (FTE)		_	_		
Post(s) deleted (FTE)					
Current vacancies (FTE)					
Individuals at risk (FTE)					

SERVICE AREA			Proposal No: R3		
Purpose of Service					
Net increase in government grants.					
Details of Proposed Reduction: Mainstreaming of revenue grants. 'Access a over £3.7m have been included in mainstreameresult of not allowing inflation equates to a left The Mental Health Grant (£122k) and Carers net figure is £104k in 2008/09 and increases	m funding but loss of income to Grant (£75k)	nave been less the Depart have had abo	ft at 2007/08 lement of £93k.  Ove inflation income	vels. The	
Type of Reduction (delete as appropriate)					
Other					
Service Implications (including delivery of	f service plan)				
Related Service Plan & Reference:					
Objective (including reference):					
			T		
Date of earliest implication / date of propo	osed implication	on:			
Financial Implications of Proposal	2007-08 £000s	2008-09 £000s	2009-10 £000s	2010-11 £000s	
One-Off	Costs of Cha	ange	•		
Staff					
Non Staff Costs					
Income					
Effects of Changes on Budget	Existing Budget				
Staff					
Non Staff Costs					
Income					
Net Total		(104)	(231)	(355)	
Staffing Implications		2008-09	2009-10	2010-11	
Current service staffing (FTE)					
Post(s) deleted (FTE)					
Current vacancies (FTE)		-			
Individuals at risk (FTE)					

SERVICE AREA	Proposal No: R4			
Purpose of Service Adult Social Care		1	•	
<b>Details of Proposed Reduction:</b>				
Service Transformation. Adult Social Carwave of the second part of the Busines are indicative.				_
Type of Reduction (delete as appropriate)				
Decisions already taken, Efficiency/Restructi		Reduction,	Other	
Service Implications (including delivery of	<u>service plan)</u>			
Related Service Plan & Reference:				
Objective (including reference):				
Date of earliest implication / date of proposed implication:				
Financial Implications of Proposal	2007-08 £000s	2008-09 £000s	2009-10 £000s	2010-11 £000s
One-Off Costs of Change				
Staff				
Non Staff Costs				
Income				
Effects of Changes on Budget	Existing Budget			
Staff				
Non Staff Costs				
Income				
Net Total		0	(1,500)	(2,500)
Staffing Implications		2008-09	2009-10	2010-11
Current service staffing (FTE)				
Post(s) deleted (FTE)				
Current vacancies (FTE)				
Individuals at risk (FTE)				