

Leicester
City Council

**SPECIAL MEETING OF THE OVERVIEW AND SCRUTINY
MANAGEMENT BOARD**

**DATE: TUESDAY, 15 FEBRUARY 2011 (RECONVENED FROM 3
FEBRUARY 2011)**

TIME: 5:30PM

PLACE: THE OAK ROOM, GROUND FLOOR, TOWN HALL

Members of the Committee

Councillor Grant (Chair)
Councillor Bhavsar (Vice-Chair)

Councillors Aqbany, Bajaj, Clair, Joshi, Newcombe, Scuplak, Suleman
and one vacancy.

Standing Invitees (Non-Voting)

Youth Council Representatives – to be advised

**PLEASE NOTE THAT FOR THIS MEETING, ALL NON-EXECUTIVE
COUNCILLORS HAVE BEEN INVITED TO INFORMALLY
PARTICIPATE.**

Members of the Committee are invited to attend the above meeting to
consider the items of business listed overleaf.

for Director, Corporate Governance

Officer contact :Francis Connolly
*Democratic Support,
Leicester City Council*

Town Hall, Town Hall Square, Leicester LE1 9BG
(Tel. 0116 229 8811 Fax. 0116 229 8819)

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PUBLIC SESSION

AGENDA

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members are asked to declare any interests they may have in the business on the agenda, and/or indicate that Section 106 of the Local Government Finance Act 1992 applies to them.

3. MATTER REFERRED FROM CHILDREN AND YOUNG PEOPLE'S SCRUTINY COMMITTEE [Appendix A](#)

**Children and Young People's Scrutiny Committee– 31 January 2011
2011/12 Budget Proposals – Investing In Our Children**

The following was agreed at the above Committee. The full minute extract is attached at Appendix A.

RESOLVED:

That the minutes of the meeting be passed to the Overview and Scrutiny Management Board to note comments on the proposed removal of dedicated school bus services.

The Committee is asked to respond to the referral.

**4. GENERAL FUND REVENUE BUDGET STRATEGY [Appendix B](#)
2011/12 TO 2013/14**

The Chief Finance Officer submits a report that requests the Board to consider a budget for 2011/12 to 2013/14 and to make its comments to Cabinet.

5. ADULT SOCIAL CARE DIVISIONAL BUDGET STATEMENT [Appendix C](#)

Following consideration of this budget statement at the Special Meeting on 3 February 2011, the Board is asked to re-consider the Adult Social Care Divisional Budget Statement, which includes additional information as requested by the Board, and make its comments to Cabinet.

6. HOUSING RELATED SUPPORT (SUPPORTING PEOPLE) DIVISIONAL BUDGET STATEMENT

Appendix D

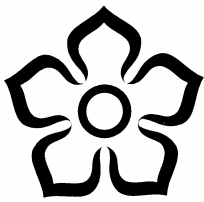
Following consideration of this budget statement at the Special Meeting on 3 February 2011, the Board is asked to re-consider the Housing Related Support (Supporting People) Divisional Budget Statement, which includes additional information as requested by the Board, and make its comments to Cabinet.

7. SAFER AND STRONGER COMMUNITIES DIVISIONAL BUDGET STATEMENT

Appendix E

Following consideration of this budget statement at the Special Meeting on 3 February 2011, the Board is asked to re-consider the Safer and Stronger Communities Divisional Budget Statement, which includes additional information as requested by the Board, and make its comments to Cabinet.

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Leicester
City Council

Appendix A

Minute Extract

Minutes of the Meeting of the
CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

Held: MONDAY, 31 JANUARY 2011 at 5.30 pm

PRESENT

Councillor Corrall – Chair
Councillor Senior – Vice-Chair

Councillor Cleaver
Councillor Johnson

Councillor Potter
Councillor Suleman

Co-opted Members

Mr Mohammed
Alauddin Al-Azad - Parent Governor (Primary /Special Needs)
Mr Edward Hayes - Roman Catholic Diocese

Also In Attendance

Councillor Dempster Cabinet Lead Member for Children and Schools

Phil Fuller – Youth Representative
Will Hough – Youth Representative
Mu-Hamid Pathan – Youth Representative

* * * * *

70. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Desai.

71. DECLARATIONS OF INTEREST

Members were asked to declare any interests they had in the business on the agenda, and/or indicate that Section 106 of the Local Government Finance Act 1992 applied to them.

Councillor Cleaver declared a personal non prejudicial interest in item 7. ‘Any Other Urgent Business – Capital Programme 2010/11’, as she was the Chair of Goldhill Adventure Playground.

Councillor Mugglestone declared a personal non prejudicial interest in item 7. ‘Any Other Urgent Business – Capital Programme 2010/11’, as he was a school governor at Upplands Infant School.

Councillor Potter declared a personal non prejudicial interest in item 6, '2011/12 Budget Proposal – Investing In Our Children', as she had a child in mainstream education and in item 'Any Other Urgent Business – Rushey Mead Business Case', as she was the Chair of the Planning and Development Control Committee.

Councillor Senior declared a personal non prejudicial interest in item 6, '2011/12 Budget Proposal – Investing In Our Children', as she worked in the Voluntary Sector and her husband was an employee of the Council, although not directly linked to Children's Services.

76. 2011/12 BUDGET PROPOSALS - INVESTING IN OUR CHILDREN

The Strategic Director, Children, and the Chief Finance Officer submitted a report that outlined the 2011/12 budget proposal for Investing in our Children.

Letter from The Diocese of Nottingham

The Roman Catholic Diocese co-opted Member submitted a letter from the Diocese regarding the removal of some dedicated school bus services to English Martyrs, St. Patrick's and Holy Cross Schools. The Chair agreed to accept the letter as a comment and explained that this item would be covered under the Highways and Transportation section of the budget and therefore any comments would be passed to the Overview and Scrutiny Management Board for consideration.

The Cabinet Lead, Children and Schools, explained that although this was not her service area she believed there were alternatives to the dedicated school bus and that the Council would work closely with the bus companies and schools. The Director, Planning and Commissioning, believed that from the eight routes identified in the letter six had alternative routes to the schools, although this might involve a change of bus.

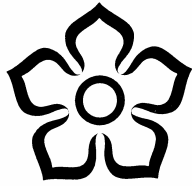
Councillor Suleman expressed concern that there could be a detrimental effect on the children that use the service and agreed to raise the matter at the Overview and Scrutiny Management Board.

Some Members voiced their concern that the current arrangements for free school transport provision for children attending faith schools arguably discriminated against children who did not attend faith schools, and that the removal of the service might restore parity.

The Roman Catholic Diocese co-opted Member emphasised the contribution that these schools contributed to the city and attracted pupils from outside Leicester. He felt that it would be important to consult on this issue before the decision was made.

RESOLVED:

1. that the report be noted and the recommendations for Cabinet endorsed.
2. that Members be provided with information on the ten vacant properties within Children's Services.
3. that the minutes of the meeting be passed to the Overview and Scrutiny Management Board to note comments on the proposed removal of dedicated school bus services.



Leicester
City Council

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

OVERVIEW AND SCRUTINY MANAGEMENT	15 FEBRUARY 2011
BOARD SCRUTINY	
CABINET	21 FEBRUARY 2011
COUNCIL	23 FEBRUARY 2011

GENERAL FUND REVENUE BUDGET 2011/12 TO 2013/14

Report of the Chief Finance Officer

1. Purpose

- 1.1 The purpose of this report is to request Cabinet to approve a budget for 2011/12 to 2013/14 and to recommend this to the Council.

2. Summary

- 2.1 The budget for 2011/12 is set in a context of the most substantial public spending cuts for decades. There have also been significant changes in the way funding streams are paid to local government.

- 2.2 The extent and severity of the changes has emerged during the course of the year, although at the time of writing information still remains outstanding about some specific grants. The main formula grant was announced in the draft financial settlement on 13 December, which is later than usual. In essence, the changes result in:

- ending of a large number of specific grant streams. These have either been merged with the Council's main formula grant funding, combined with other specific grants, or ceased altogether;
- a reduction in overall formula grant and specific grants totaling 13%, or £34m, between 2010/11 and 2011/12;
- greater flexibility to use the remaining specific grants as we see fit;
- a reduction in capital resources of £21m - whilst this report concerns the revenue budget, reductions have been necessary in some areas of service which manage capital projects.

- 2.3 The above funding changes have been combined with changes in national policy direction which will directly impact the type of service provided by the Council. The most particular impact of this is in children's services.
- 2.4 The background to the budget proposals is:
- (a) a significant economic downturn, following the "credit crunch" of October 2008;
 - (b) the election of a new Government in May, 2010, committed to faster reduction of the public expenditure deficit;
 - (c) in-year spending cuts announced in May, 2010, of which local government's share was £1.2bn and the Council lost £9.2m (in addition to indirect losses due to cuts to other organisations, particularly EMDA);
 - (d) the national budget in June, which signalled substantial public spending cuts from 2011/12;
 - (e) a Comprehensive Spending Review in the Autumn, which indicated that local government would be one of the worst affected sectors from public expenditure reductions. A 29% real terms reduction in formula grant was proposed (at national level) with substantial front-loading into 2011/12;
 - (f) the draft finance settlement of 13 December, making substantial cuts to the City Council's formula grant as described above. On 31 January, the draft settlement was finalised, with inconsequential changes.
- 2.5 Additional savings of 40% were sought in the Council's BSF schemes, although savings of 14% are now expected.
- 2.6 The Council was already well on the way to delivering efficiencies in its support services (finance, ICT, property and administration).
- 2.7 The Council needs to take a period of time to fundamentally review what it does. In the context of these changes, the prime emphasis of the budget has been on 2011/12, rather than the full 3 years to 2013/14.
- 2.8 Key features of the budget are:
- (a) protection for services which are the Council's top priorities, particularly safeguarding children and vulnerable adults, improving educational attainment through Building Schools for the Future, regeneration and economic development (including Leicester Market) and supporting cultural activities;
 - (b) continued drive to transform, modernise and personalise adult care;

- (c) a council tax freeze;
 - (d) continued pressure to achieve efficiencies;
 - (e) unavoidable service cuts given the scale of the grant cuts.
- 2.9 In total, the budget makes savings of £28m, and the council tax at Band D will be £1,186.22 (excluding police and fire authorities). This is expected to remain below the national average.
- 2.10 The budget was launched for public consultation on 18 January. At the time of consultation, proposals had not been made to bridge a £9m gap in funding for children's services. This had arisen very late in the process, due to significant changes in grant funding and reductions made. Proposals are now included to bridge this gap. These, however, rely substantially on the use of one-off monies; more detailed work will be required reshaping children's services in the Spring.
- 2.11 A provision of £15m has been created within the budget to meet costs associated with severance. It is legitimate for this cost to be deferred over more than one year given that it generates future savings. This, however, clearly results in an additional burden in later years. One-off money has also been used to support the budget in 2011/12: £9.3m of one-off money has been used in this way.
- 2.12 Sources of one-off money amounting to £17m have been identified, as explained later in this report. This means that only £6.6m of the severance costs needs to be deferred. How this is achieved is described later in this report. Borrowing to fund severance is common-place in local government, and the government often issues "capitalisation directions" for this purpose.
- 2.13 Further savings will be required in 2012/13. Government funding will be lower in 2012/13 than 2011/12.

3. Recommendations

- 3.1 The Cabinet is asked:
- (a) to consider the draft 3 year budget for 2011/12 to 2013/14, and the draft overall budget for 2011/12 as described in this report;
 - (b) subject to any amendments Cabinet wishes to make to the proposals in this report, to ask the Chief Finance Officer to prepare a formal budget and council tax resolution, and consequent prudential indicators, for Council approval;
 - (c) subject to the approval of the budget by the Council on 23 February and the Council's normal procedures, to authorise strategic and divisional

directors to take any action necessary to deliver budget plans for 2012/13 to 2013/14;

- (d) to recommend to the Council that the approved budget shall form part of the policy and budget framework of the Council, and that future amendments shall require the approval of full Council, subject to the following:
 - the Executive function may authorise the addition, deletion or virement of sums within the budget up to a maximum amount of £2m (either one-off or per annum) for a single purpose;
 - the Executive function may determine the use of monies held for job evaluation;
 - the Executive function may determine the use of the £2m contingency in 2011/12;
 - subject to a further report to Council (as agreed by Cabinet on 7 February), the Executive function may determine the use of monies held for centrally located office accommodation;
- (e) to recommend to Council that the Chief Finance Officer be authorised to calculate and give effect to the following budget adjustments, for which provision is presently held corporately:
 - savings arising from the ODI transformation plan;
 - savings arising from the review of senior management;
 - provision for the carbon reduction levy;
- (f) to approve the creation of an earmarked reserve for potential severance costs arising from the budget amounting to £15m, and to recommend Council to authorise the Chief Finance Officer to devise a scheme to reimburse divisions with the costs of severance;
- (g) to approve and seek Council's approval to, the use of one-off monies described in sections 9 and 10 to support the budget, and approve their transfer to general reserves for this purpose;
- (h) to recommend Council to authorise the Chief Finance Officer to determine the most appropriate method of deferring part of the cost of severance, as described in section 9;
- (i) to recommend that Council approves the proposed policy on minimum revenue provision described in section 19 of this report;

- (j) to approve the commitment of £2.8m of Working Neighbourhoods Fund monies to the schemes described in Appendix Three;
- (k) to commission the Director of Assurance and Governance to prepare a review of the scheme of members' allowances with a view to achieving savings (section 6);
- (l) to note proposals to review the accounting treatment of the Housing Revenue Account and General Fund, to take place once the implications of HRA self-financing are clear (section 6);
- (m) to ask divisional directors to review support provided to the voluntary sector during 2011/12 with a view to achieving savings (section 14);
- (n) to ask the Chief Executive to review budgets for new furniture acquisition, conference attendance, IT and policy support; and to agree that any savings achieved should be used to support adult social care services (section 6);
- (o) to commission a further report from the Strategic Director of Children's Services on early intervention services, following a more detailed review, identifying how the Council can respond to reduced specific grant on a recurrent basis (section 14);
- (p) to agree that a sum of £2.4m "borrowed" from education capital resources in 2008/09 should not now be "repaid" given the substantial changes in circumstances since that time (section 14);
- (q) to recommend to Council that the executive function shall have authority to approve the final package of changes in HR policies (Appendix Two) on the basis of a report from the Director of HR;
- (r) to recommend that Council approves the controllable budget lines at Appendix Seven to this report, being sub-divisions of the budget to which the Council's virement rules apply (ie discretion to move funds between budget lines is limited).

4. Budget Overview

- 4.1 The table below presents the budget in overview, at 2011/12 prices. Only the position for 2011/12 will be formally adopted as the Council's budget for next year. Future years' figures are estimates, and will change, potentially substantially:

	<u>2011/12</u> £m	<u>2012/13</u> £m	<u>2013/14</u> £m
<u>Mainstream Budgets</u>			
Spending on services	269.5	266.7	266.7
Capital Finance	23.3	24.5	23.8
Other corporate budgets	1.0	0.9	0.9
<u>Other Costs</u>			
Building Schools for the Future	5.1	5.1	6.5
Job Evaluation	4.0	5.0	5.2
Carbon reduction levy	0.7	0.7	0.7
Capital programme support	1.0		
Contingency	2.0		
<u>Future Provisions</u>			
Inflation		3.4	8.0
Planning provision		1.5	3.0
<u>Savings</u>			
ODI Programme	(5.9)	(8.4)	(9.2)
HR Policies	(3.3)	(4.1)	(4.1)
Senior Management Review	(0.8)	(0.8)	(0.8)
	296.6	294.5	300.6
<u>Resources</u>			
Government Grant:			
- Formula grant	189.8	177.4	175.8
- Council tax freeze grant	2.3	2.3	2.3
- New Homes Bonus grant	1.4	1.4	1.4
Council Tax	93.7	96.0	98.4
Collection Fund Surplus	0.1		
Use of Reserves	9.3		
Balance to be addressed		17.4	22.7
	296.6	294.5	300.6

Band D Tax in 2010/11	£1,186.22		
Tax increase:			
- 2011/12 proposed	0%		
- provisional indication		2.5%	2.5%

4.2 Key items of expenditure are discussed further in section 6 below. A more detailed breakdown is provided at Appendix Eight. (Appendix Eight follows the correct technical treatment of netting council tax freeze grant and new homes bonus grant off expenditure).

5. Police and Fire Authority

5.1 The tax levied by the City Council constitutes only part of the tax Leicester citizens have to pay (albeit the major part). Separate taxes are raised by the Police Authority and the Fire Authority. These are added to the Council's tax, to constitute the total tax charged.

5.2 The total tax bill in 2010/11 for a Band D property was as follows:

	£
City Council	1,186.22
Police	169.63
Fire	53.38
Total tax	1,409.23

5.3 The actual amounts people are paying in 2010/11, however, depends upon the valuation band their property is in and their entitlement to any discounts, exemptions or benefit. 80% of properties in the City are in Band A or Band B.

5.4 For 2011/12, the Government is making available a grant equal to 2.5% of council tax income for authorities which "freeze" their tax at 2010/11 levels. This grant is called the "Council Tax Freeze Grant" and is worth £2.3m pa to the City Council.

5.5 The City's proposed Band D tax for 2011/12 will remain at £1,186.22. On 9 February, the Combined Fire Authority agreed to freeze its tax at the 2010/11 level. The police authority will make its budget decisions on 18 February.

5.6 It is believed that most authorities will freeze their council tax in 2011/12. It is expected that our tax level will remain below the average of unitary and metropolitan authorities; and that the total City tax (including police and fire) will remain below the national average.

6. Expenditure Proposals

6.1 The purpose of this section of the report is to describe briefly the expenditure proposals in the budget and how the total budget has been built up. Appendix One to this report shows a precise analysis of how the Council's expenditure has changed between 2010/11 and 2011/12.

6.2 The table at section 4.1 above includes:

- (a) mainstream budgets for services - these are controlled by divisional directors, routinely monitored through scrutiny committees, and are by far the most substantial part of the budget;

- (b) budgets and other provisions held corporately, either because their volatility makes them unsuitable for managing departmentally (eg capital finance); or because the amount is still uncertain and hence provisional;
- (c) provisions which are not required until 2012/13 or later;
- (d) savings programmes which are being managed corporately and will result in budget adjustments to services at a later date.

Mainstream Budgets

6.3 As stated above, mainstream budgets for services are by far the most significant element of the Council's budget. Last year's budget has been used as the starting point, and has been updated for:

- pay and price changes;
- changes in landfill tax;
- the effect of decisions taken as part of the 2010/11 budget which have a financial impact in 2011/12 or later;

6.4 A large number of services have been receiving "specific grants", being grants given by central government for specific purposes. These have usually had conditions attached and some are subject to audit. Amongst other funding changes, a large number of these grants have now been "mainstreamed", ie the grant has ceased and an amount added to the Council's main formula grant instead (the main formula grant was, of course, subsequently cut). Where this has happened, extra money has been added to divisional budgets. Whilst this gives the appearance that some divisional budgets have grown, this is not real - it simply reflects a change in the way money is provided by the Government. A total of £24.3m has been added to divisional budgets for this reason.

6.5 Inflation has been added to divisional budgets as follows:

- (a) a provision averaging 0.4% has been made to reflect estimated 2011/12 pay awards. This assumes that the Local Government Employers will follow the central government position of offering £250 pa to employees earning below £21,000, and nothing to other employees (the same assumption has been made for 2012/13);
- (b) 2.0% for general inflation. It is noted that this is below prevailing rates, although economists still expect rates to fall in 2011/12. The current high rate (RPIX stands at 4.7% as at December 2010) is due to food and clothing, which has little impact on Council budgets; and fuel. The Council has a separate provision to provide for increased gas and electricity prices (in addition to the general 2%).

- 6.6 Work has subsequently taken place, overseen by strategic directors, to identify budget pressures; and to find savings in response to funding reductions. These are separately described in divisional budget summaries which are included on your agenda. The emphasis has been on 2011/12, acknowledging that further work is required to balance 2012/13 and 2013/14.
- 6.7 In total, divisional budget pressures (including specific grant losses) and savings amount to:

	<u>2011/12</u> £m	<u>2012/13</u> £m	<u>2013/14</u> £m
Budget pressures	17.4	17.4	17.4
Savings	(19.8)	(24.4)	(25.0)
Net savings	(2.4)	(7.0)	(7.6)

- 6.8 In total, savings proposed in the 2011/12 budget amount to £29.8m (being the £19.8m above, together with savings retained corporately).
- 6.9 The table in paragraph 4 above also includes 2 other headings under “mainstream budgets”. These are:
- (a) capital financing - the interest on debt repayment costs on past years’ capital spending and planned capital spending. This budget also includes provision of £2m per annum for the central accommodation review, which was first included as part of the 2009/10 budget strategy and provides for refurbishment or replacement of New Walk Centre. Plans for committing this money were considered by Cabinet on 7 February 2011;
 - (b) other corporate budgets, consisting of miscellaneous provisions which it is not appropriate to allocate to services. These include external audit and inspection fees, some pensions costs of former staff, charitable rate relief, bank charges, and the effect of charges from the general fund to other statutory accounts of the Council.

Other Costs

- 6.10 Certain other costs have been provided for in the budget. These are described below.
- 6.11 **Building Schools for the Future (BSF)** is a substantial programme of investment in secondary schools, partly funded by conventional finance and partly by PFI. The Council was in the first wave of BSF, and our programme is split into phases. Following Government cutbacks, the Council’s scheme is one of very few sizable programmes remaining. Estimated cuts of some £30m will be made in the available funding, but the scheme still totals £290m.
- 6.12 The 4 schools in phase one of BSF are complete. A strategy for the remaining phases has been approved, and Rushey Mead is set to commence imminently.

- 6.13 The treatment of Building Schools for the Future in the budget is complex, caused largely by the way the Government has provided funding.
- 6.14 The biggest element of cost in the budget is the servicing of debt, for which Government support is available. The initial phases of BSF will be supported (in respect of the non-PFI element) by capital grant. Borrowing will not be needed until the final phase. The Government started, however, to provide support for the costs of borrowing long before a deal was concluded, and in advance of need. Indeed, such support has been given since 2005/06. Thus, support provided has been ringfenced until the final phase of BSF commences.
- 6.15 Provision has also been included in the budget for the Council's agreed contribution to the affordability gap, the remainder of which is being met directly by schools. Present plans are that this will amount, in due course, to £3m pa for all phases, although in the light of funding reductions revenue costs are being reviewed.
- 6.16 Provision has been made for the increased pay costs arising from the Council's **new pay and grading (job evaluation) scheme**.
- 6.17 £0.7m has been provided for the national **carbon reduction levy**. This is a scheme whereby large organisations need to purchase "credits" for their carbon emissions. The scheme was originally intended to be financially neutral at national level (with payments for credits being recycled, and repaid to organisations dependent on their performance in reducing emissions). In the Comprehensive Spending Review, however, the groundrules changed and no money will be recycled - consequently it is simply a charge. It is as yet unclear whether the general fund must bear the cost associated with schools (the budget assumes it will have to) or whether schools will pay their own.
- 6.18 The budget also proposes a corporately maintained provision for the **capital programme**. Resources available for the capital programme are exceptionally restricted. Whilst some elements of the programme (education, housing and transport) are funded separately by Government resources, the part of the programme we can spend at our own discretion is heavily dependent upon the generation of capital receipts from asset sales. These are minimal in the current economic downturn. £1m will provide sufficient resource to maintain a modest programme in 2011/12, consisting primarily of rolling programmes of minor works.
- 6.19 The need for a **contingency** is discussed in the risk assessment later in this report.

Future Provisions

- 6.20 This part of the budget includes:

- (a) provision for **inflation** in 2011/12 and 2012/13. As stated above, the most significant assumption is of a nil pay award (except for the lower paid) in both 2011/12 and 2012/13. The following assumptions are made:

	2012/13	2013/14
Pay	0.4%	1.0%
Price	2.0%	2.0%

- (b) a **planning provision**, for dealing with future uncertainty and turbulence (such a provision is routinely included in our budget strategies).

Other Savings

6.21 The budget reflects the forecast savings arising from the **Organisational Development and Improvement (ODI) Programme**. Savings arise from a substantial review of support services, planned to modernise and standardise “back office” systems; and from procurement of goods and services. Since last year’s budget, new reviews of corporate governance and ICT have been included within the programme. A review of HR is not scheduled to commence until later, given the significant HR work associated with reducing the Council’s workforce due to funding cuts. A proposed saving of £0.3m pa from spending on conferences and seminars has been included, which will be addressed by centralising and reducing this area of expenditure. The provision for procurement savings is significantly lower than envisaged last year - experience, and the development of a new procurement strategy approved by Cabinet on 13 December, has led to the view that procurement is better positioned facilitating the delivery of savings in services; creating a large central target runs the risk of “double counting”. Nonetheless, strategic procurement partners will be charged with delivering substantially more.

6.22 Budgeted ODI savings are:

	2011/12	2012/13	2013/14
	£m	£m	£m
Property	1.4	2.2	2.2
Finance	1.0	1.2	1.2
Strategic Support (Change and Programme Management)	0.3	1.0	1.0
Corporate Governance	0.1	0.3	0.3
Admin and Business Support	1.6	2.5	2.5
HR			0.8
ICT	0.7	1.4	1.4
Conferences and Seminars	0.3	0.3	0.3
	5.4	8.9	9.7
Procurement	1.5	1.5	1.5
Less non-general fund	(1.0)	(2.0)	(2.0)
	5.9	8.4	9.2

- 6.23 The budget reflects forecast savings arising from **HR policy changes**, principally from changes in terms and conditions. The most significant proposal (in cash terms) is a proposed reduction in the working week from 37 to 35 hours. Also significant is a proposed rationalisation of the Council's scheme of car allowances. The proposals are more fully described at Appendix Two. These proposals build on successful work in reducing the Council's reliance on agency and interim staffing. These changes are currently being discussed with the trade unions and a final package of measures will be brought to Cabinet for approval.
- 6.24 Savings are proposed arising from a reduction in the Authority's **senior management**. An organisational review is currently taking place, and will eventually consider all the top 3 tiers. The saving in the budget only reflects planned savings at the top 2 tiers. More is expected to follow, but a prudent stance has been taken to prevent overlap with divisional restructuring proposals included separately within the budget.

Other Issues

- 6.25 This section of the report discusses other expenditure issues on which recommendations are made, but for which no specific financial proposals included within the budget.
- 6.26 Cabinet members have expressed a desire to share some of the burden of public expenditure cuts by means of reduction in total monies paid to elected members. It is proposed that the Director of Assurance and Governance carries out a review for member consideration - this will be subject to a detailed report, and no saving will be anticipated until this is complete.
- 6.27 Budgets for the Housing Revenue Account are prepared separately from the general fund. The Housing Revenue Account is ringfenced, and it is not permissible for the Housing Revenue Account to subsidise the General Fund or vice versa. Notwithstanding this, a number of areas of expenditure do not clearly fall to either the Housing Revenue Account or General Fund, and accounting policies are established which determine how they are treated. This treatment can vary from authority to authority. It is proposed that policies are reviewed during 2011/12. The Housing Revenue Account itself is moving to a system of self-financing in 2012/13, and information about how this will impact on Leicester is only recently emerging.
- 6.28 It is proposed to undertake a further review, in addition to savings proposed in the ODI programme, in areas of furniture purchase, attendance at conferences and seminars, IT expenditure and policy support. In particular, it is planned to consider centralisation of the first of these items and new mechanisms to control this expenditure centrally rather than divisionally as a means of achieving savings. Any such savings would be used to support adult care.

7. Links to Sustainable Community Strategy

- 7.1 In recent years, the Council has approved an overall 3 year financial strategy together with a 3 year budget. The strategy supported the “One Leicester” sustainable community strategy.
- 7.2 The 2011/12 budget focuses on 2011/12, and it is intended to work intensively over the coming months to revise the formal financial strategy and to identify how the Council will live within its means over the period to 2014/15. Nonetheless, the budget aims to protect the Council’s investment in One Leicester where it can, as shown in the remainder of this section. One Leicester will itself be refreshed over the coming months.
- 7.3 **The development of community meetings at ward level** was a key initiative in the 2008/09 budget. Funding of £15,000 per ward will continue to be provided, despite the financial climate.
- 7.4 **Meeting the growing needs of older and vulnerable people** is supported by a substantial programme of adult care transformation. Money built into last year’s budget for demographic change continues to be made available. An additional £4m has been provided by the Government to the PCT, to support programmes which benefit both health and social care. The Government’s intention is that this money should be paid to local authorities for jointly agreed priorities. Further NHS money has been made available for re-ablement.
- 7.5 Whilst savings have been made in management of the **Youth Service**, extra resource is provided for youth work. The MyPlace Children’s Hub will, however, no longer go ahead.
- 7.6 The Council continues to make substantial provision for “**Building Schools for the Future**”.
- 7.7 Whilst funding is restricted, £2.8m has been made available to support a number of **regeneration initiatives**, which have the potential to attract £11.7m of leverage. Significant amongst these is a major scheme to improve Leicester market. These are further described at Appendix Three.
- 7.8 Some reductions have been made in environmental services which will impact **making the City clean and green**. Nonetheless, such savings have sought to minimise the impact, and there are no proposals to make savings in refuse collection. The planting of 10,000 trees is now complete.

8. Resources

- 8.1 This section of the report describes resources available to pay for the budget.

Government Grant

8.2 Government grant comes in 2 forms:

- formula grant, which provides general funding and can be spent at our discretion. It is distributed according to a complex formula;
- specific grant, which is usually for specific purposes, and traditionally has had conditions attached.

8.3 Formula grant is used to fund the budget as a whole, whereas specific grant is paid to individual services.

8.4 Government grant funding has changed substantially in 2011/12:

- a large number of specific grants will now be payable through formula grant;
- specific grants have been rationalised, and in many cases no longer have conditions attached;
- a lot of specific grants have ceased altogether.

8.5 There are now 9 “core” specific grants, which are as follows. Various methods exist for the distribution of these grants:

- (a) Dedicated Schools Grant, which continues to be ringfenced and must be paid to schools. It has been amalgamated with a number of other specific grants which used to be paid directly to schools. At an estimated £240m, it is easily the largest specific grant;
- (b) Early Intervention Grant - this replaces a range of former children’s grants, and (at £18.5m) is the largest of the new core grants which are not ringfenced;
- (c) Learning Disabilities Grant - this pays for certain adults with learning disabilities, and used to be routed through the PCT. It is not ringfenced;
- (d) Housing Benefit Administration Grant, to support the costs of administering benefit. This is not ringfenced;
- (e) Preventing Homelessness Grant, which is not ringfenced;
- (f) Public Health Grant - a new grant which will start to be paid in 2013/14, and will be ringfenced to support our new public health duties;

- (g) Council Tax Freeze Grant - compensating authorities who set a council tax freeze in 2011/12. This grant has been treated as a corporate grant, to balance the overall budget;
- (h) PFI Grant - grant in support of individual authorities' PFI schemes;
- (i) New Homes Bonus - this grant is not ringfenced, and matches council tax payable on new homes for the next 6 years. It is expected to amount to £1.4m in 2011/12, and is expected to rise to £4.2m by 2013/14 (on present projections). The first £1.4m of this has been used as a corporate grant, to balance the budget. A policy will be needed in the context of the overall financial strategy review as to whether future increases in this grant should be similarly treated, or whether any allowance should be made to incentivise regeneration activity. The budget assumes that £50,000 pa from 2012/13 will be used to support Housing Strategy's Empty Homes Team.

8.6 There remain some grants outside of core grants, which are generally for specific programmes. These include monies for adult learning (commissioned by the Skills Funding Agency), youth justice, and drugs and alcohol.

8.7 All other grants have now ceased. This includes the former area based grant, and its various components have either been added to formula grant, included within the new core grants, or ceased altogether.

8.8 In total, revenue grants to the Council (that we know about) have reduced by 13%, or £33.6m (disregarding ringfenced DSG). This is shown in the table below:

	<u>2010/11</u>	<u>2011/12</u>	<u>Increase/ (Reduction)</u>	
	£m	£m	£m	
Formula grant	208.1	189.8	(18.3)	8.8%
Specific grants:				
- Early Intervention	23.7	18.5	(5.2)	
- Learning Disability	9.9	10.1	0.2	
- Housing Benefit Admin	4.0	3.5	(0.5)	
- Homelessness	0.6	0.7	0.1	
- Working Neighbourhoods	9.2	0	(9.2)	
- Former Education	3.7	0	(3.7)	
- Other ceased grants	1.0	0	(1.0)	
New specific grants:				
- New Homes Bonus (est)		1.4	1.4	
- Council Tax Freeze		2.4	2.4	
Sub-Total specific grants	52.1	36.6	(15.5)	29.8%
TOTAL REVENUE	260.2	226.4	(33.8)	13.0%

- 8.9 As can be seen, the biggest source of funding for the overall general fund is formula grant. This provides some two thirds of the money needed to fund the net budget, with only one third provided from council tax. In more affluent authorities the proportion supported by council tax is much higher - hence, deprived authorities like Leicester have been more adversely affected by Government cuts in formula grant.
- 8.10 The formula grant system has changed significantly in recent years. However, at its heart remains a formula which assesses each authority's assumed need to spend, and compares this with the amount of council tax income which would be received if a national standard amount of council tax was levied. The formula then calculates the amount of grant which would be required to meet the assessed level of need. This system is known as "equalisation", ie every authority is entitled to a level of grant which enables it to provide a "standard" level of service (the standard itself reflecting different levels of need in different areas). Less affluent authorities consequently receive a higher grant entitlement than more prosperous authorities. Whilst these principles remain true, the detailed methodology by which they are delivered has become opaque, and application of the principle has blurred. The addition of some former specific grants into formula grant in 2011/12 has further strained the system, as the Government has been unable to modify the formula in a way which accommodates them in an acceptable way. Hence some elements have simply been treated as "add-ons" using the same formulae by which they were distributed as specific grants (an example is the former Supporting People Grant).
- 8.11 The settlement for 2011/12 is a first of a 2 year grant settlement. The detailed make-up of the 2 year settlement is shown in the table below:

	<u>2011/12</u> £m	<u>2012/13</u> £m
Actual formula grant in previous year	182.4	189.8
Grant transfers	25.7	(0.8)
Comparable grant in previous year	208.1	189.0
<u>Formula grant</u>		
Needs element	147.1	131.7
Resources element	(0.8)	(0.6)
Central allocation	43.7	39.3
Some former specific grants	13.1	12.9
Grant entitlement	203.1	183.3
Less damping	(13.3)	(5.9)
	189.8	177.4
Grant cut	8.8%	6.2%

- 8.12 In previous settlements, the Government has used out-of-date forecasts of the City's population, disregarding the substantial growth in population since that time. The new settlement incorporates better estimates of population (315,000, as opposed to 285,000 estimated in 2010/11). However, the Council does not receive the full amount of grant the formula suggests we should be entitled to. Grant is "scaled" in order to provide extra money for parts of the country which would otherwise see greater grant reductions. Consequently, the settlement is still not properly reflecting best estimates of the City's population.
- 8.13 In reality, even the most up-to-date official data excludes certain elements of the population such as short-term migrants. (Being based on movements since the 2001 census, any undercounts in the census are also perpetuated, and there is therefore a need to do all we can to ensure the 2011 count is accurate).
- 8.14 The formula grant system is going to be subject to a significant review, and revised methodologies will be used in 2013/14. It is impossible to know what the outcome of this review might be - for the time being, we have assumed that the Council's grant will fall by the national reduction shown in the Comprehensive Spending Review.
- 8.15 The Comprehensive Spending Review also provided monies to the PCT, to be spent by local authorities on programmes which benefit both health and social care. Amounts allocated to the city amount to £4m in each of 2011/12 and 2012/13. An agreed use of this money will need to be established with the PCT, and the money has not therefore been included in the proposed budget.

Council Tax

- 8.16 The other resources available to fund the net budget are:
- (a) council tax income. Despite a tax freeze, a small increase in income is projected due to increases in the number of properties in the City;
 - (b) a surplus of £0.1m in 2011/12, arising from previous years' council tax collection performance. This surplus was reported to the Cabinet on 17 January.

9. General Reserves

- 9.1 It is essential that the Council has a minimum working balance of reserves in order to be able to deal with the unexpected. This might include:
- (a) an unforeseen overspend;
 - (b) a contractual claim;
 - (c) an uninsured loss.

- 9.2 The Council also holds a number of earmarked reserves, which are further described in section 10 below.
- 9.3 The budget requires a substantial amount of one-off monies, and for that reason a thorough review of earmarked reserves has been carried out with many sums transferred to the general reserve. These transfers are detailed in section 10 below.
- 9.4 It is proposed to set-aside a sum of £15m for severance costs as part of the budget. £1m was previously set-aside for this purpose, and the balance will come from a combination of general reserves and “quasi borrowing” (see below).
- 9.5 The budget would have the following effect on general reserves:

	£000s	£000s
Balance 1.04.10		10,724
<u>Less:</u>		
Used for 2010/11 budget	2,332	
Used for 2010/11 capital programme	2,000	(4,332)
<u>Plus:</u>		
Earmarked reserves transferred on 16.08.10 as part of in-year cuts report to Cabinet	1,437	
Earmarked reserves transferred now	13,864	15,301
<u>Less:</u>		
Required for 2011/12 budget	9,304	
Transfer to severance reserve	7,389	(16,693)
		5,000

- 9.6 The Council’s policy for a number of years has been to maintain general reserves at a level which does not sink below £5m. The Council has also sought to increase general reserves to a figure of £7m, but this is not achievable in the current climate.
- 9.7 The new provision for severance will be created with a balance of £15m:

	£000s
Amount set-aside in 2010/11	1,000
Transfer from general reserves	7,389
Met from quasi-borrowing	6,611
	15,000

- 9.8 Whilst a significant proportion of the severance provision can be met from reserves, some needs to be borrowed.

9.9 Severance costs are revenue costs, and borrowing powers are only available to fund capital expenditure. However, there are means at our disposal to indirectly capitalise this expenditure. These are as follows:

- (a) significant sums of revenue money are (as described previously) set-aside for phase 4 of BSF. These sums can be utilised: in effect, the Council will then have to borrow more for phase 4 of BSF than it would otherwise have done, having used the money we have saved to pay for severance;
- (b) costs associated with pensions (as opposed to redundancy) can be capitalised and paid to the pension fund over a period extending to 5 years;
- (c) the recent triennial review of the pension fund provided the City with a facility to capitalise £8m of “pension fund strain” incurred between 2011/12 and 2013/14. Capitalisation up to this amount will not require a capitalised sum to be paid to the pension fund (as is usually the case), but will result in increased employers’ contributions at the next 3 year revaluation.
- (d) we can apply for a capitalisation direction from the Secretary of State, although the amount available nationally is minimal and is expected to be heavily over-subscribed.

9.10 In effect, all these measures are different ways of achieving the same thing. All, of course, create an additional burden on budgets in future years. Hence, the strategy adopted has been to seek to avoid deferring the costs of severance to the extent possible.

9.11 Nonetheless, I believe it is (in principle) acceptable to capitalise these costs on a “spend to save” basis - they are essential to us reducing our ongoing staffing budgets. Many authorities have capitalised such costs in recent years and will be doing so again in 2011/12.

9.12 The recommendations to this report seek approval for the Chief Finance Officer to determine the most appropriate method of deferring the £6.6m of severance to be met from quasi-borrowing. This will be one or more of the options described above.

10. Earmarked Reserves

10.1 Appendix Four shows the Council’s earmarked revenue reserves as they stood on 31 March 2010, and as projected by March 2011. These have been set-aside, sometimes over a number of years, for specific purposes. Some of these are ringfenced by law, and can only be spent on specific restricted purposes:

- (a) schools’ balances;
- (b) other funds in the schools’ block;

- (c) on-street parking income.
- 10.2 The balance on the BSF reserve is now significant. The reason for this is explained in section 6 above, and has been built up over a number of years to pay for phase 4 of the BSF programme.
- 10.3 Of the remainder of the earmarked reserves, the most critical for monitoring purposes is the insurance fund, which is set up to meet claims against the Council for which we act as our own insurer (there is a further “provision” for actual known claims which stood at £4.6m in March 2010). The Council’s performance in managing risk is good, and has improved significantly in recent years. We are now successfully defending more claims than we used to do, and have seen a consequent reduction in claims made. The fund is periodically reviewed for adequacy by an actuary, and £1.5m was released in 2009/10. The actuary’s report confirms that a further £4m can now be released.
- 10.4 The Working Neighbourhoods Fund is a component of the former Area Based Grant, which the Council planned to spend over a 5 year rather than a 3 year period. At present, there remains an uncommitted balance of £5.2m. The budget proposes to commit £2.8m of this balance on regeneration schemes, described at Appendix Three, which will support the City’s regeneration goals and attract substantial leverage. This would leave £2.4m uncommitted. Some committed sums will not have been spent by the year end, hence Appendix Four shows a larger year end figure.
- 10.5 Given the overall financial climate, the Council’s holdings of earmarked reserves have been reviewed. As a consequence of this review, it is proposed that a number of uncommitted balances are transferred to general reserves to help meet the overall budget situation. These are additional to the £1.4m reserves transferred in August, when Cabinet considered how to deal with the in-year funding cuts. The reserves it is proposed to transfer into general reserves are as follows:

	£000s
Insurance fund surplus	4,000
Job evaluation - surplus of one-off monies estimated once scheme implementation is complete	2,300
Waste PFI - monies paid in advance of need by Government which will not be required	1,100
Capital fund - sums set-aside to support the capital programme and no longer required due to decisions to cease work on MyPlace and the new City Gallery	1,600
Uncommitted working Neighbourhoods Fund balance	2,406
Former DSO balance	444
Cultural Services Strategic Reserve (set-aside for City Gallery)	1,089
Uncommitted ODI monies	371
Chief Executive's Initiatives Fund	16
Former Area Committees	73
Cashiers' equipment	23
VAT and taxation	51
NNDR revaluation	100
Property rationalization	123
A7 refurbishment	90
Other	78
	13,864

10.6 The estimate of earmarked reserves at Appendix Four reflects these transfers.

11. Risk Assessment and Adequacy of Estimates

11.1 Best practice requires me to identify any risks associated with the budget; and the Local Government Act 2003 requires me to report on the adequacy of reserves and the robustness of estimates.

11.2 In my view, whilst very difficult, the budget in 2011/12 is achievable subject to the risks and issues described below. For budgetary control purposes, the budget of the Council is split into divisions, with a divisional director accountable for spending within budget. Inevitably, some individual reduction proposals will not achieve the full expected savings, and issues will surface during the course of the year which will unexpectedly cost money. The Council has always, however, operated flexible budget management rules which enable pressures to be dealt with as they arise.

11.3 The paragraphs below deal with what I believe to be the most significant risks in the budget.

11.4 A substantial risk is the £3.8m expected to be saved from the implementation of the adult social care transformation strategy, although savings from other reviews (para 6.28) may offset this. The scale of the programme, and the amount of work to be done, means that there must be danger of slippage

affecting our ability to achieve this target. Adult social care costs are also susceptible to changes in the numbers and needs of clients and the underlying position in respect of adult care spending suggests there are currently needs led pressures in excess of budget (estimated at £1m pa on a recurring basis). The Strategic Director is working to contain these, and will report a plan as part of the period 9 budget monitoring report for 2010/11.

- 11.5 A second key area of risk is the proposed savings arising from HR policy changes. Changes in terms and conditions of the workforce are contentious, and will be susceptible to slippage through protracted negotiation. £3.3m of savings are anticipated in 2010/11.
- 11.6 A third key area of risk is inability to deliver the proposed ODI savings of £5.9m in 2011/12, or slippage in their achievement.
- 11.7 The key to delivery of all the above is effective programme management, and this will be a vital task for the Council in 2011/12.
- 11.8 Other areas of risk in the budget are:
- (a) job evaluation, which will remain a risk until it is implemented. This is due to its scale - the pay of several thousand staff, with a total pay bill of £200m, is affected. Financial estimates cannot be regarded as certain until the exercise is complete, and risks will continue well beyond that date as appeals against grading are heard. There remains, furthermore, a risk of equal pay litigation - such is the complexity of this area of law that some claims may arise regardless of the successful conclusion of the project. The Council has made provision for compromising some such claims;
 - (b) concessionary fares remains an area of risk. £1m per annum was added to the budget in 2010/11, all of which is expected to be spent. A further £1m per annum has been added to the budget for 2011/12. The Council's costs are susceptible to continued increased usage by older people, and fare increases by the bus companies;
 - (c) children's safeguarding costs, although this is mitigated by the addition of £750,000 to the budget in 2011/12.
- 11.9 Conversely, it has been a feature of past years' budgeting that severance estimates tend to under-shoot rather than over-shoot - this arises because staff at risk of redundancy often find new jobs before a payment is due. This may, of course, be more difficult in the current climate.
- 11.10 To help mitigate risk, a contingency of £2m has been included within the 2011/12 budget.
- 11.11 Given the scale of funding reductions in 2011/12, it is inevitable that the budget would be subject to a higher degree of risk than is usual. Should there be

sizable problems in the new year, 2 options are available to the Council to manage this and avoid an overspend:

- (a) to utilise some of the £5m balance of general reserves (it is not advisable to go below the recommended balance of £5m, but if we had to, this is, after all, what we have got reserves for);
- (b) to capitalise a greater proportion of the severance cost provision.

11.12 Subject to the above comments, I believe the Council's general and earmarked reserves to be adequate. I also believe estimates made for pay, price, and capital financing are robust.

11.13 Strategic directors, supported by their heads of finance, believe the financial estimates in the divisional budget statements are robust (subject to the risks described within them).

12. 2012/13 and 2013/14

12.1 Members are asked to note the outlook for the years following 2011/12.

12.2 Further reductions in formula grant of 6% are expected in 2012/13, which represents a further £12m loss. The formula grant position for 2013/14 cannot be estimated with accuracy, but there must be a risk that the Council will lose as a result of the Government's forthcoming local government finance review. This will ultimately depend on whether the review prioritises recognition of need (which would benefit urban authorities) or seeks a more level distribution of resources (which would benefit counties).

12.3 As stated elsewhere in this report, the budget takes a one year perspective. However, it is already clear that substantial savings will be required in 2012/13 and 2013/14. The table at section 4 of this report suggests a gap of £17.4m in 2012/13 rising to £22.7m in 2013/14. Additional costs will arise from "quasi borrowing", which will depend on how this is undertaken.

12.4 It is worth noting, however, that whilst the adult social care transformation programme anticipates savings of £3.8m in 2011/12, these are expected to rise substantially by 2013/14. This increase is tentative at this stage, and has not been included in the 3 year budget forecasts.

13. Capping

13.1 As members will be aware, the Secretary of State has power to cap the budgets of local authorities where he believes these to be excessive. A statement from the Secretary of State is awaited at the time of writing this report.

13.2 Given the proposed tax freeze, members need not consider these powers.

14. Changes to Budget

14.1 At the time the budget was prepared for consultation, it was recognised that a £9m loss of specific grants in Children's Services still needed to be dealt with. Details of this loss arose very late in the process, due to significant changes in grant funding and reductions made.

14.2 The budget proposed in this report includes additional savings to help bridge this gap. These are included within Children's divisional proposals, but for ease of reference are summarised at Appendix Nine. These savings amount to:

2011/12	£2.7m
Full year	£2.9m

14.3 In practice, time is required to undertake a significant review of those early intervention services which have been substantially affected by Government funding reductions, and the Strategic Director of Children's Services has been asked to carry out a review, consult stakeholders, and prepare a report for Cabinet in the Summer. As part of this exercise, the Director has been asked to identify how a further £1m saving can be achieved in 2011/12, although this additional saving has not been budgeted.

14.4 Clearly, to ensure services can be reviewed properly, a significant amount of one-off monies are required in 2011/12 as a consequence of the loss of children's grants. This is partly offset by a reduction from £2m to £1m of the amount originally proposed for addition to the capital programme.

14.5 During 2008/09, when the economic downturn first took hold, the sum of £2.4m was "borrowed" from education capital resources in order to maintain the capital programme. This provision was to be repaid when new housing developments came on stream at a later date, necessitating additional school places. Given the substantial changes in the Council's circumstances since that time, and the proposals in this budget, these arrangements appear increasingly anachronistic; consequently, it is recommended that the "loan" be "written-off".

14.6 A number of other changes to policy proposals have been made in response to comments made during consultation. These are all included within divisional budget proposals, but are summarised below:

- (a) proposals to transfer sports and leisure facilities to a charitable trust have been removed (these proposals were of particular concern to OSMB scrutiny committee);
- (b) proposals for alternative management arrangements of museums have been withdrawn;

- (c) proposals to save staff as a consequence of replacing the City Gallery provision in New Walk Museum have been withdrawn;
- (d) introduction of admission charges for non-city residents at museums will not now go ahead - again, this matter was particularly raised at OSMB Scrutiny Committee;
- (e) a reduction (from £566,000 pa to £500,000 pa) has been made to the proposed reductions in subsidised bus services;
- (f) a proposed reduction in planning advice and negotiation has been reduced from £70,000 pa to £15,000 pa;
- (g) proposals to reduce the establishment of gardeners by one in Bereavement Services have been withdrawn;
- (h) proposals to reduce budgets for care and repair and the handy-person service have been removed from the budget;
- (i) a proposed saving of £75,000 in the anti-social behaviour unit has been removed from the budget;
- (j) proposals to cease additional library funding for the Bookstart programme, cease specialist speech and language support, and re-commission childcare and early learning provision have been removed from the budget;
- (k) an additional £26,000 pa saving in recruitment advertising is proposed;
- (l) additional savings of £100,000 pa have been included in the budget of Regeneration, Highways and Transport Division by means of extending pay and display to new areas of the City;
- (m) the original budget proposals added back savings anticipated in 2010/11 as a consequence of an accommodation review in Children's Services. It is now planned to continue to progress proposals to relocate from Collegiate House, and therefore part of this "growth" has been removed;
- (n) it is proposed to reduce expenditure on subscriptions and professional fees by £300,000 pa. This would be achieved by centralising (and centrally controlling) all divisional budgets for such expenditure. As described in section 6 above, further savings would be sought from centralising other, similar budget provision;

- (o) a proposal to reinvest in the Youth Service, complementary to proposals to restructure and streamline management, will provide additional resources for the service. This reinvestment amounts to £147,000 in 2011/12 rising to £294,000 in 2013/14.
- 14.7 Following the original budget proposals, further work took place to consider how savings could be achieved from services provided by the voluntary sector. In particular, a principle was enunciated, at the time of the draft budget, that voluntary sector bodies should achieve savings of 5% if they have not been directly affected by any other proposals in the budget.
- 14.8 Rather than “top-slice” 5% savings from the voluntary sector, it is proposed instead that divisional directors review services provided by the sector during 2011/12. Such review would not start from the expectation that every voluntary sector provider can make the same level of reduction. Instead, individual services will be considered with a view to achieving savings:
- (a) as a consequence of service review (of which a number are already proposed in the budget);
 - (b) by direct negotiation with individual voluntary bodies where it is believed that there is scope for savings; or
 - (c) at the time a contract reaches its end date.
- 14.9 In order not to pre-empt this work, the budget avoids assuming a percentage saving can be achieved across the entire sector. This is a change of approach from that envisaged when the original draft proposals were made, and the change was welcomed at a meeting of voluntary sector representatives.
- 14.10 In response to concerns raised by trade unions and staff, proposals to save £4.3m pa in 2011/12 (rising to £5.3m by 2013/14) through reviewing staff terms and conditions have been reduced by £1m pa. This will provide additional flexibility to respond to issues raised during trade union negotiation, particularly in respect of proposals to reduce the working week from 37 to 35 hours.
- 14.11 £150,000 has been added to the budget (in 2011/12 only) to help ameliorate the impact of funding reductions on community safety services.

15. Consultation

- 15.1 Consultation has taken place with the following:
- (a) The Council’s scrutiny function;
 - (b) Partners in Leicestershire Police, NHS Leicester City and the Probation Committee;

- (c) Trade Unions;
- (d) The Business Community;
- (e) The Public;
- (f) The Older People's Forum;
- (g) The Youth Council;
- (h) The Schools' Forum;
- (i) Representatives of the voluntary sector.

15.2 Meetings took place of the Children and Young People's Scrutiny Committee on 31 January; the Performance and Value for Money Select Committee on 2 February; and the Overview Scrutiny and Management Board on 3 February. Minutes of these meetings are included in Appendix Five of this report. OSMB Scrutiny is scheduled to meeting again on 15 February, particularly to consider the budgets of Adult Care, Safer and Stronger Communities, and Supporting People. The minutes of this deliberation will be circulated to Cabinet members separately. Minutes of Health Scrutiny which met on 9 February will be circulated as soon as they are available. The Children's and Young People's Scrutiny Committee endorsed the recommendations in the draft budget strategy.

15.3 The following specific recommendations for Cabinet were made by Scrutiny:

- (a) that attention be drawn to the commissioning process for contracts in the voluntary sector, concerns having been expressed about the lack of targets in some contracts;
- (b) that the post of gardener in Bereavement Services, proposed for deletion, should be retained - revised budget proposals have done this;
- (c) that admission charges at museums were not supported (this proposal is now withdrawn);
- (d) that alternative management of sports and leisure facilities is not supported (this proposal is now withdrawn).

15.4 Partners in the Leicestershire Police, NHS Leicester City and Probation Committee were briefed on the Council's budget proposals on 25 January. Written comments were sought, and any that are received will be forwarded to Cabinet.

- 15.5 Trade unions have been consulted on the budget. A copy of a response from Unison is included at Appendix Five, and any further responses will be forwarded to members in time for your meeting.
- 15.6 Comments on the budget were invited from representatives of the business community. At the time of writing this report, no comments have been received.
- 15.7 Comments have been received directly from employees and the public, via the online consultation. At the time of writing this report, 18 comments have been received. These are summarised in Appendix Five of this report.
- 15.8 The Older People's Forum met on 26 January, and the budget was discussed. Comments received are summarised at Appendix Five. Members are asked to note the importance the Forum placed on Care and Repair Services, and that the original proposal to cut this has now been withdrawn.
- 15.9 The children's budget proposals were presented to the Youth Council on 9 February. The young people understood the challenges faced and the difficult decisions required. Members wanted front-line services to children and young people to be protected where possible.
- 15.10 The Schools' Forum met on 27 January, and the budget proposals were noted. Some concerns were expressed about the impact of general fund reductions on schools, particularly those related to pupils' pre-school readiness and behavioural support. Formal comments were invited from individual members following a meeting but to-date none have been received.
- 15.11 A meeting took place on 8 February with representatives of the Voluntary Sector. Those present welcomed the change of approach whilst the budget was subject to consultation, specifically the fact that individual bodies' budgets will not be "top-sliced". Representatives were concerned about the overall effect of the budget on the sector as a whole.
- 15.12 The Director of Education for the Roman Catholic Diocese of Nottingham has written to the Leader, requesting reconsideration of the removal of subsidy for bus services to voluntary aided schools.
- 15.13 Leicester Disabled People's Access Group has written to express concerns about cuts to bus subsidies, with particular reference to closure of the inner circle and the importance of an orbital route for people with mobility problems.

16. Budget and Equalities (Irene Kszyk, Head of Equalities)

- 16.1 Under current equality legislation the Council has a duty to promote race equality, disability equality and gender equality. It must also ensure that it does not discriminate as an employer or as a service provider on the basis of age, religion or belief, or sexual orientation. The race equality duty also includes the promotion of good relations between people of different racial groups.

- 16.2 The Council has a policy of integrating equalities into all aspects of its business and services. It also has a commitment to implement the Equality Framework for Local Government. In keeping with its race equality, disability and gender equality duties, it undertakes Equality Impact Assessments of its policies, procedures and practices in order to inform its decision making.
- 16.3 Each strategic director has assessed his/her budget plans for:
- (a) any adverse equality implications that would negatively impact on service users' well-being (as defined by the Equality and Human Rights Commission);
 - (b) any negative impact on equalities insofar as the proposals affect staffing.
- 16.4 A total of 143 Equality Impact Assessments accompanied the detailed budget proposals. Of these, 31 (22%) indicated that the proposal had an adverse disproportional impact on one or more equality group (only 5 proposals had adverse impacts covering all equality groups: race, gender and disability – the groups covered by our current public sector equality duty). In terms of race equality, 22 EIAs (15%) cited adverse impacts, but 15 EIAs (10%) cited positive impacts arising from the proposal. For gender equality, 15 EIAs (10%) cited adverse impacts, and 15 EIAs cited positive impacts. For disability equality, 12 EIAs (8%) cited adverse impacts, and 15 EIAs cited positive impacts (the 15 EIAs citing positive impacts covered all three equality groups). For all but a few adverse impacts identified, mitigating actions were presented that would reduce the impact, and of these mitigating actions, 8 (26%) presented alternative delivery models for the proposed service. Of the positive equality impacts cited above, 13 of the 15 EIAs indicated that this was as the result of alternative delivery models. The proposals that did not have mitigating actions were those that had no realistic alternatives: as a result of changes in Government policy (grants for housing), or the nature of the saving (reduction in grant for the Curve and Phoenix, or reduction in bus subsidies). Almost 50% of the budget proposals indicated that they had some direct effect on service users (with only 22% having adverse equality impacts as indicated above). Many efficiency savings indicated that they would not have any impact on service users. It is important that the proposals are revisited next year and the equality impact assessed again to determine whether that has indeed been the case. This would inform the development of future service actions and proposals.

17. Unsupported Borrowing

- 17.1 Local authority capital expenditure is based on a system of self-regulation, based upon a code of practice (the “prudential code”).

- 17.2 The Council complies with the code of practice, which requires us to agree a set of indicators that demonstrate that borrowing is affordable, sustainable and prudent. To comply with the code, the Council must approve the indicators at the same time as it agrees the budget.
- 17.3 The code recommends a number of national indicators, which all authorities must set. The Council has also identified specific local indicators, which monitor the effect of borrowing which is not supported by Government grant.
- 17.4 Indicators relating to the Housing Revenue Account were agreed by the Council on 17 January as part of the HRA budget report.
- 17.5 Attached at Appendix six are the prudential indicators which would result from the proposed budget. This budget strategy does not propose any new unsupported borrowing although it is recognised that deferring severance costs has the same practical effect (and may, depending on the route adopted, lead to additional unsupported borrowing). Significant unsupported borrowing (approved in previous years) will take place to fund the centrally located administrative buildings project.
- 17.6 The following table shows the projected unsupported borrowing of the Council (incurred in respect of approved capital schemes) as a percentage of turnover. I believe this to be a better measure of indebtedness than the prescribed prudential indicators which include debt supported by Government grant (this is of no significant consequence):

	<u>Outstanding Debt</u> £m	<u>Approximate Turnover</u> £m	<u>Debt as % of Turnover</u> %
<u>General Fund</u>			
2011/12	53.0	717	7.4
2012/13	59.9	707	8.5
2013/14	56.7	707	8.0
<u>HRA</u>			
2011/12	28.6	72	39.7
2012/13	27.3	73	37.4
2013/14	25.9	73	35.5

- 17.7 This borrowing results in costs to the general fund and Housing Revenue Account as follows:

	<u>General Fund</u> £m	<u>HRA</u> £m
2011/12	5.3	1.2
2012/13	6.0	1.4
2013/14	6.2	1.4

18. Procedural Matters

- 18.1 When the Council approves the budget for 2011/12 it needs to make various statutory calculations. These include:
- (a) the total budget;
 - (b) the tax arising from the budget for each of the 8 council tax valuation bands (to four decimal places);
 - (c) the total tax for each valuation band, including tax charged by the police and fire authorities.
- 18.2 Following the decisions of Cabinet at your meeting, I will prepare the appropriate resolution for Council.
- 18.3 The Council is also required, as part of setting the budget, to determine the level of discretion given to Cabinet to make in-year changes. The recommendations to this report propose a maximum of £2m, which is the same as 2010/11. With effect from May, this discretion will be the prerogative of the elected mayor.

19. Minimum Revenue Provision

- 19.1 By law, the Council is required to charge to its budget each year an amount for the repayment of debt. This is known as “minimum revenue provision” (MRP).
- 19.2 Borrowing for capital purposes is incurred in 2 ways:
- (a) unsupported borrowing, where the Council decides to borrow money for a priority development and pay the interest and principal from its own revenue resources;
 - (b) supported borrowing, where principal and interest payments are matched by equivalent amounts of Government grant (or at least, reflected in the formula).
- 19.3 The government has announced that it will not make any new supported borrowing allocations, and will use capital grant in all cases. Nonetheless, a policy is still required for historic supported borrowing.
- 19.4 Supported borrowing can be charged to revenue on a basis of matching the government support. This would result in a charge equal to 4% of outstanding debt.
- 19.5 In essence, the proposed policy requires a charge which would repay the debt over the life of the asset it is funding. The policy also enables me to continue making repayment of debt at the 4% rate, where the policy would otherwise produce a lower repayment.

19.6 The policy statement members are asked to endorse is as follows:

- (a) **basis of charge** – where capital expenditure on an asset is wholly or partly funded by borrowing, it is proposed that the debt repayment calculation be based on the life of the asset;
- (b) **commencement of charge** – debt repayment will normally commence in the year following the year in which the expenditure was incurred. However, in the case of expenditure incurred relating to the construction of an asset, the charge will commence in the year in which the asset becomes operational;
- (c) **asset lives** – the following maximum asset lives are proposed:
 - land - 50 years;
 - buildings – 50 years;
 - infrastructure – 40 years;
 - plant and equipment – 20 years;
 - vehicles – 10 years;
 - loan premia – the higher of the residual period of loan repaid and the period of the replacement loan;
- (d) **voluntary set-aside** - authority to be given to the Chief Finance Officer to set-aside sums voluntarily for debt repayment, where depreciation would otherwise result in a charge of less than 4% of outstanding debt, subject to such set-aside (in respect of unsupported borrowing) being reported annually as part of the revenue outturn.

20. Financial Implications

20.1 This report is exclusively concerned with financial issues.

20.2 Section 106 of the Local Government Finance Act, 1992, applies to this report in respect of members with arrears of council tax.

21. Legal Implications (Peter Nicholls, Director of Legal Services)

21.1 The Council is required to set the council tax applicable for any financial year before 11 March in the preceding financial year.

21.2 Other legal implications are covered in the report:

- (a) adequacy of reserves, as required by the Local Government Act, 2003 (sections 9 to 11);
- (b) the Secretary of State's power to cap the budget (section 13);
- (c) obligations under the equalities legislation (section 16);
- (d) unsupported borrowing, under the Local Government Act, 2003 (section 17).

21.3 There is a need to comply with statutory requirements to consult trade unions/staff regarding any proposed changes to staffing levels and conditions of service. Consultation is also a requirement of current terms and conditions of service.

21.4 There must be meaningful consultation with any outside organisations affected by any proposed cuts included in the budget process.

21.5 EIAs must be completed in accordance with the report.

22. Other Implications

Other Implications	Yes/ No	Paragraph References within the report
Equal Opportunities	Yes	These are dealt with in section 16 above.
Policy	Yes	The budget is part of the Council's overall budget and policy framework, and makes a substantial contribution to the delivery of Council policy.
Sustainable and Environmental	Yes	No reductions are proposed to the Council's budgets to tackle carbon emissions, although these are not large. Some impact is addressed at section 7 and in divisional budgets. The national carbon reduction levy no longer recycles resources for improved carbon emission performance.
Crime & Disorder	Yes	Any specific implications are drawn out in the divisional budgets. Grant for the Youth Offending Service was not announced at the time of writing this report.
Human Rights Act	Yes	There are human rights implications because of our obligations under Equalities Legislation Act – see section 16.
Elderly People/ People on Low Income	Yes	The cost of providing concessionary fares to older people has increased significantly, and budget provision has been made.

23. Background Papers

- 23.1 Collection Fund Surpluses – report to Cabinet on 17 January 2011.
Council Tax – Taxbase report to Council on 27 January 2011.
Equality impact assessments deposited in Members' Services.

24. Report Author/Officer to Contact

Mark Noble
Chief Financial Officer
Extn: 297401
10 February 2011

Changes Between 2010/11 and 2011/12

	£m	£m	£m
Net Budget 2010/11			276.4
Plus spend supported by use of Reserves			2.3
Budgeted Spend 2010/11			278.7
Technical Changes:-			
Inflation			
- Pay	(0.2)		
- Other	<u>1.7</u>	1.5	
Landfill Tax		0.4	
Carbon Reduction Levy		0.7	
National Insurance		0.5	
Energy Costs		0.5	
Pensions		0.7	
Increase In Planned Borrowing Costs		1.3	
Other		(0.1)	
New Homes Bonus		(1.4)	
Council Tax Freeze Grant		(2.3)	
Grant Transfers		24.3	
			26.1
Real Changes:-			
Children's Services Grant Loss		9.6	
Other Budget Pressures		7.8	
Community Safety Investment		0.2	
Budget Savings		(19.8)	
Full Year Effects of Previous Budgets		(0.3)	
Planned Efficiencies - ODI Programme		(3.9)	
HR Policy Savings		(3.3)	
Job Evaluation		0.7	
Transformation Reserve - one off in 10/11		(2.0)	
Senior Management Review		(0.8)	
City Centre Offices - Reduced Provision		(1.1)	
Capital Programme Support - reduced provision		(1.0)	
Contingency		2.0	
			(11.9)
Budget Spend 2011/12			292.9
Less Contribution from Reserves			(9.3)
Net Budget 2011/12			283.6

Proposed Changes in HR Policies

1. Purpose of proposals

1.1 Leicester City Council is the largest employer in the city, employing approximately 15,000 staff. 34% of the working population of Leicester work for the combined public sector who are similarly affected by significant cut-backs in funding arising from the Comprehensive Spending Review.

1.2 The next 3 years will see an estimated one million people losing their jobs nationally in the public sector. The future of those people depends to a large degree on the availability of alternative employment in their area or their willingness to move to take up jobs in a competitive national market place. In these circumstances, considering alternatives to further job cuts in relation to amending terms and conditions is one option to help to ameliorate the situation. The estimated savings of these measures, which take into account increasing expenditure on apprentices by £0.2m, are £3.5m in the financial year 2011/12, rising to £4.3m in 2012/13 and 2013/14.

2. Proposed Measures

2.1 The proposed measures are as follows:

- (a) moving to the HMRC car mileage rate of 40p a mile for all staff using their cars for work;
- (b) charging for car parking spaces, with suitable exemptions in place for employees who require car parking for their jobs;
- (c) investigating further a pool car scheme;
- (d) proposed removal of the car leasing scheme;
- (e) proposed removal of the car loan scheme;
- (f) tightening up arrangements for special leave subject to an EIA;
- (g) ceasing payments for professional subscriptions;
- (h) review of interpreters' allowances;
- (i) implementing a part-time reduction in hours policy, which would enable staff to volunteer to reduce their hours, used where appropriate in conjunction with the Flexible Retirement policy;
- (j) removal of the Retainer/Re-entry scheme;

Appendix Two

- (k) the introduction of a flexible working framework agreement;
 - (l) removing the Soulsbury grades and evaluating these posts under the GLPC scheme;
 - (m) seeking volunteers for voluntary redundancy/early retirement;
 - (n) changing the sick pay scheme to provide a normal maximum of 3 months full pay and 3 months half pay, with discretions;
 - (o) reducing the working week to 35 hours.
- 2.2 The first £200,000 pa saved will be re-applied to finance the currently unfunded programme of corporate apprenticeships.
- 2.3 It is recognised that a number of these proposals will be contentious. However since the Council's pay bill represents a major element of the Council's expenditure, these options cannot be ignored. Some of these options such as the introduction of HMRC car mileage rates and the proposed changes to the sick pay scheme are being proposed nationally or elsewhere in local government. The unions support a voluntary trawl for redundancy/early retirement. It is not anticipated that these consultations will be easy.
- 2.4 If accepted in principle, it is proposed to continue consultations with the trade unions with a view to reaching a collective agreement with them on as many of these proposals as are acceptable.

Proposed Regeneration Spending

<u>WNF Scheme</u>	<u>Description</u>	<u>WNF Funding (est)</u>	<u>Estimated Match Funding</u>	<u>Timeframe</u>
Leicester Market Public Realm Improvements	Works to the area immediately adjacent the market place will improve the public realm and encourage greater visitor numbers to support market traders and the retailers around the market place. Will support private sector businesses and job creation.	£608,000	£1m ERDF	To Dec 2013
Enterprise and Business Support ERDF Programme	Creating additional public, private and third sector workspace provision to unlock private sector investment and job creation. Other business support proposals to be defined.	£600,000	£1.2m ERDF	To Dec 2013
Science Park Innovation Workspace	Match funding to deliver new innovation workspace building for 59 new companies and create 22,000 sq ft of high value workspace. Supports complementary investment in adjacent site from Zeeko.	£622,212	£4.5m ERDF / RGF	Summer 2011
Local Retail Business Support Package	Improvements to local retailing areas to support public realm and shopfront improvements. Target areas are Granby St, Leicester Market and two key gateways to the city at Belgrave Gate / Melton Road and Narborough Road. Supports approx 80 + shop front improvements.	£600,000	£400,000 Private owners funds	Spring 2011
NAS / Leicester College Apprenticeship Scheme	Grant incentive to SMEs to take on 100 apprenticeships.	£200,000	£2,060,000 Private sector leverage	Spring 2011
Developing Environmental Apprenticeships	Support for Photo Voltaic's on social housing homes, reducing energy costs for tenants and developing skills for 'green jobs'. Train 50 unemployed people. 20 pilot homes targeted.	£150,000	TBC	April 2011
	Total	£2,780,212	£9,160,000	

Earmarked Revenue Reserves

Reserve	Year-end balance 31 March 2010	Forecast balance 31 March 2011
	£'000	£'000
<u>Statutory / other ringfenced reserves</u>		
Schools' Balances	15,942	15,942
Schools' Capital Fund	2,062	1,800
Insurance Fund	6,877	4,237
Dedicated Schools Grant (carry forward)	4,857	1,600
Supporting People Funds	1,311	865
Schools Buy Back	949	702
Schools Catering - Job Evaluation	506	506
On Street Parking Reserve	29	0
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<u>TOTAL STATUTORY / OTHER RINGFENCED RESERVES</u>	32,533	25,652
<u>Other Earmarked reserves</u>		
BSF - Capital Financing Costs	19,221	24,116
Job Evaluation Reserve	14,545	8,400
Area Based Grant - carry forward	12,536	15,454
LPSA Reward Grant	2,044	962
Raising Achievement Plan (formerly TLL)	1,773	375
Transforming the Learning Environment	1,426	1,200
Minor Reserves	1,348	1,923
ODI Programme – transformation monies	1,194	2,070
Housing Capital Reserve (Housing Maintenance)	1,144	0
VAT Rebate - City Gallery	1,000	0
Special Olympics	1,000	0
Capital Financing Reserve	951	0
Regeneration & Cultural Reserve	620	0
IT Development Reserve	532	532
LABGI - Economic Regeneration	472	100
Butterwick House	408	408
Ward Community Meetings	381	0
Property & Central Maintenance Fund	322	0
CYPS Departmental Reserve	315	0
Highways / Traffic Reserve	250	0
Community Cohesion	210	89
Cost of Elections	150	150
Charnwood Health & Social Care Centre PFI scheme	87	124
VAT / Taxation Reserve	81	20
Gilroes Cremators	0	150
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<u>TOTAL OTHER EARMARKED RESERVES</u>	62,010	56,073
	=====	=====
<u>TOTAL EARMARKED REVENUE RESERVES</u>	94,543	81,725

Business Case', as she was the Chair of the Planning and Development Control Committee.

Councillor Senior declared a personal non prejudicial interest in item 6, '2011/12 Budget Proposal – Investing In Our Children', as she worked in the Voluntary Sector and her husband was an employee of the Council, although not directly linked to Children's Services.

76. 2011/12 BUDGET PROPOSALS - INVESTING IN OUR CHILDREN

The Strategic Director, Children, and the Chief Finance Officer submitted a report that outlined the 2011/12 budget proposal for Investing in our Children.

The Chair reminded Members that discussion could not take place regarding individual staff members.

The Strategic Director introduced the report and explained that each division within Investing in our Children would be presented by the responsible director. The division were as follows:

- Transforming the Learning Environment
- Social Care and Safeguarding
- Learning Services
- Access, Inclusion and Participation
- Planning and Commissioning.

The Strategic Director highlighted that the Council had sought to protect key priorities, although significant cuts were unavoidable due to the huge reduction in government funding. Services for vulnerable families were protected where possible. It was noted that in addition to the report further work would be needed to address the full extent of the cuts.

In response to a question it was explained that the total reduction for Children's Services was £13.1 million, which did not include a national cash transfer from the General Fund for Academies and Free Schools.

The Chair queried whether a provision for inflation had been factored into the budget. The Strategic Director noted that no allowance was in place for services for inflationary costs and cost pressures, although the basis of the budget does include some provision.

Transforming the Learning Environment

The Strategic Director, Children, introduced the Transforming the Learning Environment budget, highlighting that the budget was largely constructed from one-off reserves, contributions from the Schools Budget and a small amount of General Fund.

The Committee were informed that the problems in the property market had resulted in properties not being sold and additional costs incurred for matters such as security, insurance and repairs and maintenance. In response to a question it was explained that there were approximately ten empty properties

within the service and there were no plans to sell the Riverside school site. It was agreed that Members would be provided with information regarding vacant properties / sites.

Social Care and Safeguarding

The Director, Social Care & Safeguarding, presented the Social Care and Safeguarding budget. It was highlighted that the funding being transferred from the Area Based Grant to the General Fund in the areas of: Care Matters, Child Death Review, CAMHS and Carers was not new money and there were still substantial reductions the division would absorb. The £750,000 additional funds were to recognise the current level of overspend in the division due to the increased safeguarding pressures and subsequent increase in work load, together with a provision for further increases. The increased pressures related to more robust approaches to children's safeguarding generally across the partnership in the light of national perspectives. In addition it was thought that with the national financial downturn would potentially put additional pressure on families, which could result in more referrals to the service.

The additional growth proposed in the budget for the division would be deployed in those areas where there are particular safeguarding pressures. This will enable the division to increase team manager capacity in the Child Protection and proceedings Service which would assist the division in managing increase in child protection cases.

The Committee were informed that discussions had taken place with foster carers regarding the provision of transport to and from contact. Foster carers were reported to be happy to provide this service where they could. This would make a financial saving and provide a better service for the child. Members felt it would be beneficial for foster carers to provide transport.

In response to a question it was noted that future safeguarding services and provision would be reviewed following the reports *of the* Munro Review of Child Protection. The final report was due to report to Government in April 2011.

The Chair expressed his concern that any large cuts could impact on the performance of the child protection service.

Learning Services

The Director, Learning Services, presented the Learning Services budget and explained that support would still be offered to those schools in the lowest Ofsted category, while those classed as good and outstanding would receive considerably less support.

It was queried why there was increased savings from the transfer of Leicester and Leicestershire Learning Organisation (LLLO) over the following two years. In response the Head of Finance, Investing in Children, commented that there were still costs to pay in the 2011/12 budget, however from 2012/13 the full savings would be recognised. In response to questions from the youth representatives the Director, Learning Services noted that the full implications of the national changes to the arrangements for planning, commissioning and

funding post-16 education and training LLLLO still need to be clarified at national and local level. The Council still had a role in post 16 education and would use its influence to ensure the correct education and training opportunities were available locally.

Members were informed that there were eleven redundancies within the school advisory services, from these six would be voluntary. There were also redundancies within LLLLO, all of which were expected to be compulsory.

A youth representative queried what feedback had been received from schools regarding the reduction in allocation of school support. It was noted that discussions had taken place to ensure schools were aware of the need to look at reductions.

A Member queried what measures were in place to ensure there were checking mechanisms in schools to prevent school standards slipping. The Director, Learning Services , noted that the schools that fell into the bottom two Ofsted categories would receive the most support. Approximately 40% of primary schools and 20% of secondary and special schools would be allocated support.

The Director, Learning Services, informed the Committee that previously the division did not have the capacity to provide a full range of traded services to schools. Schools now consider these services valuable and discussions had taken place with schools to determine the types of services required. Some services that the Council were currently providing to schools for free would be charged from April 2011. A Member expressed concern that current services were being given away for free.

Councillor Suleman commented that there had been vast improvements within Children's Services and that the message needed to be projected to encourage more schools to trade with the Council. He offered to provide support if needed.

Members learned that the cuts from the National Strategies funding, which supported the advisory support, had been anticipated since the announcement that support would end in March 2011. It was explained further that although the fund was not set up on a permanent basis it had been running since the 1990s.

The Chair expressed concern that the reduction in the advisory team would make it harder for schools to achieve. The Director, Learning Services, agreed that it was a challenge and that work with schools would be needed to be targeted carefully and ensure it was making an impact. Additional emphasis would be placed on schools supporting other schools, an approach which was already starting to work very well. In addition to this she would investigate building capacity within the Council which could be traded.

To assess the needs of individual schools their performance and test data was important, together with retaining a minimum contact with the schools. The schools would be monitored around twice a year in addition to any additional

contact from the school. Through this, Learning Services could focus more on risk management and preventative measures. In addition it was reported that Ofsted would no longer be inspecting 'outstanding' schools every five years. In response to a question it was noted that there was a general fear that the lack of inspection every five years could cause a risk, however this was a national change.

Access, Inclusion and Participation

The Director, Access Inclusion and Participation, presented the Access, Inclusion and Participation budget and acknowledged that they presented complex budget proposals.

The Cabinet Lead, Children and Schools, reported a proposed change to the budget with three areas retaining funding in 2011/12. These were as follows:

- Library funding for Bookstart programme for £65,000
- Specialist speech and language support for £58,000
- Childcare, play and early learning provision for £292,000

In response to a question the Cabinet Lead explained that an alternate funding reduction in place of the above services had not yet been identified, although charging for transport to faith schools was being considered.

The Cabinet Lead explained that the Council was committed to youth services and that she was reviewing the proposed saving associated with reconfiguring the youth service on a locality basis, to focus on management efficiencies. She sought the Committee's views on the removal of management support in that area.

A Member expressed concern regarding the funding for additional Ante-natal support being ceased. In response it was explained that the funding was used to relocate the community midwifery teams into children's centres and this had been achieved. It was explained further that most Sure Start / Children's Centres also offer sex education advice to young people.

Concern was expressed that the Sure Start Centres were not being used effectively and reaching the most vulnerable families. Members were informed that the Government were changing their responsibilities. The Chair queried if Sure Start had the capacity to take on the extra responsibility. In response it was noted that the services would also need to fully reflect the needs of vulnerable children. It was anticipated that the provision for each child within the city might need to be reviewed.

A Member expressed support for the use of children's centres by childminders as this provided other opportunities once the individual support workers were no longer available. It was queried when this change would be put in place. It was explained that this change would not be immediate and therefore there was time to work with both staff and childminders on the change.

The Committee were informed that vulnerable parents of children 0-5 years old

would receive support in their home. The individual needs of vulnerable families would be assessed to identify the best method. For those children with disabilities a support programme would be identified.

A Member queried the impact of the remodelling of quality improvement support to a neighbourhood model. It was noted that the majority of the money would be on staffing, which would include training needs. Existing children centre leaders would be asked to manage a small budget for quality improvement and workforce development to procure additional support for inadequate and satisfactory rated settings.

A youth representative queried if the core values of the service would be affected by the delivery of Integrated Services. This was not thought to be the case. By working together it would be important to ensure that the aspects of the services were kept in place alongside the core values.

In response to questions from a youth representative it was explained that the core offer for all young people in Leicester would be reviewed, part of this would be voluntary and part targeted services. The principle of voluntary access to youth services remained an important element. The Director, Access Inclusion and Participation, explained that the draft core offer would soon be published which contained the universal and targeted services. It was hoped this would be made public over the next few weeks. It was explained that once the proposals were available young people would be involved and consultation take place. Consultation would take place through a number of channels including the Youth Council and at ward and neighbourhood level. The offer needed to be flexible to recognise the different needs of areas of the city.

The Committee were informed that from consultation with young people it was made clear that young people required affordable activities that were affordable to travel to and activities on Friday and Saturday nights. This would be taken into consideration when providing services.

In response to a question it was noted that the posts being deleted in youth services were not activity specific and it was anticipated that services would be delivered in a more integrated way. It was also noted that the Cabinet Lead had expressed an intention to review this particular savings proposal.

Councillor Potter expressed concern that youth services in Humberstone and Hamilton were not very accessible to local young people. She welcomed the report and hoped there would be improvements in the area. In addition Councillor Potter expressed concern regarding the extent of the national cuts and how these would affect the children and young people in the city.

Planning and Commissioning.

The Director, Planning and Commissioning, presented the budget for Planning and Commissioning and explained that an additional report would be presented to the Committee on Traded Services with schools in March 2011.

The Committee were informed that the Family and Children's Information

Service on Bishop Street was to close and the service would be provided by the Children's Centres across the city and that a decision had already been taken on this by Cabinet on 13th December 2010.

In response to a question, the Director, Planning and Commissioning explained that the home to school transport arrangements for all eligible mainstream and special education needs were still in place and had not been amended in any way. The Cabinet Lead explained that in future it was anticipated there would need to be a reduction in spend to this transport area, as there would be more special needs school places within the city. It was felt appropriate that existing pupils maintain their school places, subject to parental choice.

The Director, Planning and Commissioning, explained that the Council's General Fund Consultation proposal published on 18 January 2011 indicated that further exploratory work would take place with regard to two further areas during the period of the budget consultation:

1. Charges for voluntary aided school transport
2. Review of voluntary sector grants.

The Council were considering making changes to the discretionary element within its current Home to School Transport Policy. Support was currently provided to those from Reception to year 11 who attended voluntary aided / faith schools and lived over the statutory walking distance. Consideration was being given to consulting upon proposed changes to this discretionary element to bring this in line with that adopted in many other local authorities and ending the free transport element. There would not be any changes to qualifying low income pupils. A separate consultation exercise would take place to identify view and determine implementation if taken forward.

The Director explained that Children's Services commissioners had written to a number of voluntary sector providers on 22 December 2010 explaining that the Council was facing severe financial pressures and that some services currently provided were unlikely to be re-commissioned at the end of the current contract on 31 March 2011 when the current contract arrangements come to an end.

The sections commissioning arrangements were however complex. As a signatory to the Voluntary Sector Compact the Council were committed to the principle within that and the importance of maintaining an open dialogue and constructive engagement with the voluntary and community sector. Children's Services were keen to protect front line services

The Director, Planning and Commissioning, explained the division were currently working with Corporate colleagues to develop an objective and consistent process that may be followed in reviewing and implementing this particular proposal in the event that this proposal was agreed by Members for implementation. The Council would endeavour to provide as much notice as possible of its commissioning intentions and would seek to consult as appropriate.

A member expressed concern about profits being made from City Catering. In

response it was explained that although City Catering operates as an internal trading account, it aims to break even rather than make a profit as its customers are internal to the Council and schools. In particular, the school meals service is a major element of the service which runs as non-profit. The hospitality service bears overheads payable to the Council that could exceed those of some external businesses. The account would also be affected by the implementation of the Single Status review.

Letter from The Diocese of Nottingham

The Roman Catholic Diocese co-opted Member submitted a letter from the Diocese regarding the removal of some dedicated school bus services to English Martyrs, St. Patrick's and Holy Cross Schools. The Chair agreed to accept the letter as a comment and explained that this item would be covered under the Highways and Transportation section of the budget and therefore any comments would be passed to the Overview and Scrutiny Management Board for consideration.

The Cabinet Lead, Children and Schools, explained that although this was not her service area she believed there were alternatives to the dedicated school bus and that the Council would work closely with the bus companies and schools. The Director, Planning and Commissioning, believed that from the eight routes identified in the letter six had alternative routes to the schools, although this might involve a change of bus.

Councillor Suleman expressed concern that there could be a detrimental effect on the children that use the service and agreed to raise the matter at the Overview and Scrutiny Management Board.

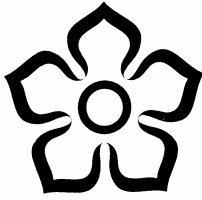
Some Members voiced their concern that the current arrangements for free school transport provision for children attending faith schools arguably discriminated against children who did not attend faith schools, and that the removal of the service might restore parity

The Roman Catholic Diocese co-opted Member emphasised the contribution that these schools contributed to the city and attracted pupils from outside Leicester. He felt that it would be important to consult on this issue before the decision was made.

RESOLVED:

1. that the report be noted and the recommendations for Cabinet endorsed.
2. that Members be provided with information on the ten vacant properties within Children's Services.

that the minutes of the meeting be passed to the Overview and Scrutiny Management Board to note comments on the proposed removal of dedicated school bus services.



Leicester
City Council

APPENDIX B

MINUTE EXTRACT

Minutes of the Meeting of the

PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE

Held: WEDNESDAY, 2 FEBRUARY 2011 at 5:30 pm

P R E S E N T:

Councillor Coley - Chair

**Councillor Chowdhury
Councillor Draycott
Councillor Kitterick**

**Councillor Connelly
Councillor Grant
Councillor Willmott**

* * * * *

115. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Desai and Bayford.

116. DECLARATIONS OF INTEREST

Members were asked to declare any interests they had in the business on the agenda, and/or indicate that Section 106 of the Local Government Finance Act 1992 applied to them.

Councillor Chowdhury declared a personal non prejudicial interest as his son worked for a school and he and his wife worked in the voluntary sector.

Councillor Grant declared a personal non prejudicial interest as his partner worked for the Council and his sister in law worked at a school.

Councillor Coley declared a personal non prejudicial interest as his daughter worked for the Youth Offending Service at the Council.

121. 2011/12 BUDGET PROPOSALS

Councillor Willmott left the meeting at this point and was not present for the remaining item.

The Chief Finance Officer submitted a report which sought the views of the Committee on the draft budget plans for the Assurance and Democratic Services, Human Resources, Change and Programme Management, Information and Support and Financial Services divisions.

The Chief Finance Officer introduced the report and informed the Committee that the report was a series of draft budget proposals going before the different Scrutiny Committees. It was queried whether there had been any amendments following the discussions of the Children and Young People's budget at the Children and Young People Scrutiny Committee on Monday. The Chief Finance Officer stated there had been discussions regarding subsidised bus routes and the minutes would be circulated as soon as they were available.

Each divisional Director for the relevant area was present and introduced the plans for their respective division.

Assurance and Democratic Services

The Director of Corporate Governance presented the budget for the Assurance and Democratic Services division. The Committee were informed that there a review of Legal Services was due to take place and it was hoped that this would generate savings of around £1m. It was also hoped to increase income from citizenship ceremonies by £60,000. In addition to this, it was noted that the division was included in the Organisational and Development Improvement (ODI) review of support services from which it was aimed to find £300,000 of overall savings in the division.

In response to a query regarding the Coroner's service, the Director of Corporate Governance stated that the budget for this area was now under control and this was largely due to the newly appointed Coroner, Mrs Mason. Other reasons for improvement in the budget was that the new Coroner was able to make decisions at an earlier stage in the process than previous Coroners and there were now more efficient procedures.

Concern was raised that it was an assumption on how much income would be received by Legal Services through work done for external bodies. The Director of Corporate Governance stated that there was currently income of about £40,000 received in this area for work done for local district Councils. He informed the Committee that hourly charges were competitive compared to the private sector. Comments were made that while the idea was good, the process needed to be open and transparent.

The Director of Corporate Governance informed the Committee that discussions had also been held with other Councils about running joint Legal Services however this was ongoing work and was more of an aim for the medium term rather than the short term.

Human Resources

The Director of Human Resources presented the budget proposal for the Human Resources division and informed the Committee that consultations were to commence with schools as part of overall traded service provision to them to increase charges for the HR service they received of £100,000. It was explained that this was because Children and Young People Services had not re-charged the full amount of the costs of the service to the schools previously.

The Committee was also informed that HR was part of the ODI review of support services and savings of £800,000 were planned for the division from 2013/14. It was noted that HR were currently assisting the changes that were occurring throughout the organisation.

The Director of Human Resources stated that the HR service at the Council was highly regarded by schools and had been placed by the Chartered Institute of Public Finance and Accountancy (CIPFA) annual survey as in the upper quartile in terms of value for money for HR services in a unitary authority.

Councillor Kitterick returned to the meeting.

Concern was raised that there was a risk schools would now look elsewhere for their HR service following an increase in charges for the Children and Young People HR service. The Director of Human Resources stated that this was a variable risk. The Interim Chief Accountant informed the Committee that the current cost of running Children and Young People Services HR was £1m. The increase represented approximately £1,000 per school.

Further concern was raised that schools would not be able to afford this kind of service and it was queried when the details of the national budget impact on schools would be fully known. The Chief Finance Officer stated that there was a separate process for the schools' budget. Whilst schools were protected to some extent, there were a number of pressures on schools' budgets. He informed the Committee that the best estimate was a 5% real terms reduction in comparable resources for 2011/12 however the impact of this would vary from school to school. It was also noted that funding from the new Local Pupil Premium scheme would get allocated to schools, but this would not be evenly distributed.

It was queried whether the figures with regards to job losses in the Council's budget took into account staff in schools. The Chief Finance Officer stated that they did not.

Change and Programme Management

The Director of Change and Programme Management presented the budget for the Change and Programme Management division and informed the Committee that the division was involved in the ODI review of support services which was looking to deliver savings of £1m in the division. The other main proposal was the reduction in the community cohesion fund of £64,300.

Concern was raised that funding for the Gujarat Hindu Association and the Race Equality Centre had been ring fenced and therefore protected unlike other groups. The Director of Change and Programme Management informed the Committee that both contracts were only running until the end of March 2012 and that there was a separate budget proposal to look at voluntary sector grants overall which would include both of these. With regards to the Race Equality Centre, the Committee was informed that work had been done to tighten up the specification of the contract and meetings were held with the

group quarterly to monitor what was being delivered.

Concern was raised that there wasn't a robust and evidenced approach to the process. The Director of Change and Programme Management provided assurance that there was and informed the Committee that there was no presumption that contracts would be rolled forward. The Chair requested that the Committee have an early look at both of the contracts that had been mentioned.

The Chair noted that the community cohesion fund had been established in 2004 and was open to groups to apply funding from it and had not been used to fund groups on an ongoing basis. The Director of Change and Programme Management informed the Committee that a proportion of the funds had been allocated in this way in more recent years and that this had been the decision of the relevant Cabinet Lead at the time.

In response to a query regarding whether contracts could be reduced, the Director of Change and Programme Management stated that the contract for the Race Equality Centre could be, however prior notice and consultation would have to be given. Members were informed that the contract for the Gujarat Hindu Association was a bit more complicated and legal advice would have to be sought.

It was stated that if flexibility was needed, contracts should not be issued in this way. It was suggested that contracts needed to be analysed in more detail with regard to what was being commissioned.

The Committee asked that the concerns raised at the last meeting be reiterated and attention be drawn to the commissioning process for contracts in the voluntary sector.

Information and Support Services

The Director, Information and Support presented the budget for the Information and Support Services division and informed the Committee that there was a proposal to reduce the opening times of the Customer Service Centre from 8am – 8pm Monday to Saturday to 8am – 6pm Monday to Friday. This was due to their being a relatively modest volume of calls received after 6pm and on Saturdays. It was noted that this would create savings of £156,000.

The Chair queried why this measure hadn't been taken sooner. The Director, Information and Support stated that the Customer Service Centre had only opened in 2009 and when launched the customer take up during the extended hours could not be predicted. The Director, Information and Support informed the Committee that for some time the service had been anticipating the need for cost reduction so had not recruited to vacant posts instead changing staff work patterns so that minimal numbers were working during quieter periods. This had then kept the operating costs down.

Financial Services

The Chief Finance Officer presented the budget for the Financial Services division and informed the Committee that much of the division was involved in the ODI review of Support Services where £1.2m savings were sought. The Chief Finance Officer informed the Committee that there would be a reduction in the internal Audit Service which would bring savings of £80,000 in 11/12. It was noted that 2.5 posts would be deleted of which one was vacant. The Chief Finance Officer stated that the Financial Management Standard in Schools regime, which was audited by the Council's Audit Service, had been terminated in December by the Government and the Schools Forum had decided to let schools make their own decision with regards to if they wanted to use the service or not. It was noted that it was unlikely schools would use the service, and redundancies would consequently ensue.

A further proposal was to bring the handling of personal injury claims in house which would result in savings of £90,000. With regards to external motor claim handling, the Chief Finance Officer informed the Committee that this would still be done externally as this was a complicated area of business and the cost paid to do this was around £20-30,000.

The Committee were informed that further proposals were in the Revenue and Benefits section. The Chief Finance Officer stated that the cashiering facility would close, there would be a reduction of one senior manager and other vacant posts would be deleted. The Chief Finance Officer commented that the public were able to use PayPoint facilities in shops across the city to pay rent and council tax. It was noted that there had been a reduction in the housing benefit administration grant from the Government. The Chief Finance Officer informed the Committee that the improvement plan should not be affected by 11/12 cuts.

It was noted that the proposals outlined for 2012/13 in Revenues and Benefits were still provisional due to national changes. The Chief Finance Officer stated that it was expected council tax benefit would be localised. It was noted there would be a transfer of some responsibility with regards to revenue and benefits to the Department for Work and Pensions. Of the 12/13 proposals, the Chief Finance Officer informed the Committee that discrepancy checks would be done via post rather than the current process of conducting visits. There would also be a reduction in training officers from four to three and in liaison officers however this would be considered again in 2012.

The Chief Finance Officer stated that a correction needed to be to the Internal Audit pro-forma in relation to savings in subsidy certification.

Concern was raised that the risk assessment only mentioned one proposal however there were currently three. With regards to combining of the audit service, concern was raised that this would lead to a reduction in internal audit activity and it was stated that this should be monitored by the Committee. The Chief Finance Officer agreed that this could happen.

It was queried if audit services were needed in the event of things going wrong,

would the same level of service be provided. The Chief Finance Officer stated that it was expected that a joint service would be more responsive than a single service as there would be more staff.

Due to discussions on the ODI review of Support Services, Councillor Grant left the meeting at this point following his earlier declaration.

It was queried whether more documentation should have been provided regarding the review of support services. The Director of Change and Programme Management informed the Committee that this was an ongoing programme with previously agreed targets as part of the previous budget and that the Committee had recently considered a report regarding the review of support services and the targets and progress of the programme. It was felt that more information needed to be made available with regard to this during the budget process.

RESOLVED:

- 1) that the report and comments made by Members of the Committee be noted.
- 2) that the Committee reiterate their concerns raised at the previous meeting regarding the lack of targets that had been set for some contracts and insufficient information about the performance and value for money of those contracts.
- 3) that the Committee requested attention be drawn to the commissioning process for contracts in the voluntary sector.
- 4) that the impact of budget reductions on internal Audit be monitored by the Committee.

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Pertinent to the Regeneration and Transport Task Group leader) as he and his wife were in receipt of concessionary bus passes.

Councillor Newcombe declared a personal interest in proposal number ES3, of Item 5 (Divisional Budgets Pertinent to the Environment and Sustainability and Culture and Leisure Task Group Leaders), as he was a Trustee of the Bradgate park and Swithland Wood Trust. He also declared personal interests as his wife worked within Adults and Housing and several family members worked in cleansing services.

Councillor Potter declared a personal interest in proposals numbered ES11, ES12 and ES13 of Item 5 (Divisional Budgets Pertinent to the Environment and Sustainability and Culture and Leisure Task Group Leaders), as she knew some street cleaners personally. Councillor Potter also declared personal interests as she had a child in full-time education, her former mother-in law was in receipt of a Council care package and she was a Council tenant.

Councillor Suleman declared a personal interest in proposal CS08 of Item 5 (Divisional Budgets Pertinent to the Environment and Sustainability and Culture and Leisure Task Group Leaders), as he lived outside the City (but in the County).

Councillor Aqbany declared a personal interest in Item 6 (Divisional Budgets Pertinent to the Adults and Housing and Community Cohesion and Safety Task Group Leaders) as his mother was a Council lessee.

136. 2011/12 BUDGET PROPOSALS

The Deputy Chief Executive and the Chief Finance Officer were present to provide an introduction and general overview of the 2011/12 budget proposals.

The Chief Finance Officer explained that following a huge decrease in Government funding, the 2011/12 budget had been the most difficult budget to construct in decades and that significant cuts were unavoidable. The proposed budget aimed to protect Leicester's priorities. It was also pointed out by way of introduction that Council Tax had been frozen for the coming year if the proposals were adopted.

The in-year spending cuts announced on 25 May 2010 resulted in a drop of £9.2m of funding from central government, and the City Council had also been adversely affected by cuts to organisations such as the East Midlands Development Association (EMDA). Furthermore, the Comprehensive Spending Review saw a 29% real terms reduction in formula grants over four years at national level. In response to a query from Councillor Suleman, it was clarified that grants received by the Council were to reduce by 12.9%, in

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2011/12. The Chief Finance Officer also stated that a number of specific grants had been rolled into formula grant, and that the appropriate sums had been added into the budget. This was not growth, just a change of funding.

The Board were informed that the Council had received a two year settlement from the Government, which would see an overall reduction of £30m in revenue grants and a £20m reduction in capital. It was also explained that this included a reduction of £9.6m in Children's Services specific grants for which budget proposals did not exist at the time the draft budget was published.

Further key funding changes included a cessation of the Housing Revenue Account subsidy system in 2012/13, the receipt of additional funding for adult care via the NHS and the transfer of £0.9m as a central provision for academies.

Members heard that a number of 'one-off' monies would be used for severance and for the 2011/12 budget. Total available monies amounted to £17.5m, The amount of one off monies which the budget proposed to use would exceed this, to cover the additional funding required for Children's Services. It was intended to review all budgets significantly in Spring 2012

In respect of the main features of the Budget, the Chief Finance Officer reported that protecting BSF funding was a key component; as was investing £750,000 into Safeguarding Children which reflected the increased number of children entering the care system. An extra £1m for concessionary bus travel had been provided in light of an average 5% increase in fares and a growing number of elderly citizens using buses.

In terms of savings, a proposed senior management review and savings within ODI and HR were key features. Savings within ODI were expected to grow from £5.6m to almost £9m by 2014. Savings within HR related in part to changes to the terms and conditions of staff which included proposals to reduce working hours to 35 hours. The Chief Finance Officer was expecting the trade unions to comment on these in their formal responses.

In relation to Children's Services specific grants, it was explained that the Government had announced major complex reductions in overall grant funding, which encapsulated a 22% reduction of Early Intervention Grant, which provided for schemes including Sure Start. Schools were reported as also suffering from forthcoming budgetary pressures, as a result of a pay award, and the reduction of several direct grants. It was also explained that the size of the gap in the overall position of the budget was expected to grow significantly from the draft proposals as a result of the impact of cuts in Children's Services grants.

The Chief Finance Officer reported that £4m would be received in each of the next two years via the NHS to deliver Adult Social Care work which directly

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benefitted health outcomes. Use of this money had to be agreed with the PCT. It was also noted that clarity from the Government was still awaited in respect of several other grants including youth justice.

The Chief Finance Officer believed the key areas of risk in the budget were the adult social care programme, the changes in staff terms and conditions, and the ODI programme. This was due to the size of the savings and the fact that programmes of activity were required to deliver them.

The Deputy Chief Executive spoke further on areas of interest to Members and explained that the current level of budgetary pressures had led to a greater number of services being brought into review. He stated that the overall level of risk to the Council was sizeable in light of the reduction of the amount of money made available. He also made it clear to the Board that any changes to the terms and conditions of staff contracts were subject to full consultation with staff and Trade Unions, and that implementation of such changes would be far easier if Trade union support was provided. . Furthermore, the Deputy Chief Executive explained that consultancy spend over the last financial year had fallen from £9.6m to £3.3m and that agency spend had fallen by £2.3 million in the last year, well exceeding it's target.

Clarity was sought around the level of finance required for pension and severance costs. The Chief Finance Officer confirmed that £15m would be provided via "quasi borrowing" and by the use of available one-off monies. "Quasi borrowing" would be achieved by using monies set aside for capital (and then borrowing for capital works) or by using facilities within the pension scheme to defer cost. In response to a further query in relation to the proposal to reduce working hours, the Deputy Chief Executive said that £4m was proposed for this, which equated to 50% of the total possible saving and explained that the proposal could not be extended to all Council staff due to need for full coverage in some service areas.

Concern from members was expressed around the shortage of information around the ODI review budget. The Deputy Chief Executive confirmed that a significant amount of background detail on this programme was available which could be made available to Members. In response to further comments around a shortage of information around Adult and Social Care budgetary processes, the Deputy Chief Executive explained that a broader transformation process had shaped this area , which had made it difficult to break down specific figures in the same way as many other divisional budgets.

The Chair asked whether any particularly radical measures had been employed by the Council to try and address the overall budget situation. The Deputy Chief Executive confirmed that service transformation processes had commenced within many of the Council's larger and more expensive services. Further to this, a variety of other ways of remodelling services which included neighbourhoods, were being considered. He added that work on the 2012/13

budget would commence in the coming months and as part of this, many other services would be looked at in more of a transformational way.

RESOLVED:

- (1) That the general overview of the 2011/12 budget proposals be noted; and
- (2) That further information on the ODI review budget be provided to Members

137. DIVISIONAL BUDGETS PERTINENT TO THE REGENERATION AND TRANSPORT TASK GROUP LEADER

Regeneration, Highways and Transport

The Divisional Director, Regeneration, Highways and Transport, was present to provide a summary of the budget for his division.

Members heard that the division had an overall budget growth of £1.4m , which would fall to £0.3m by 2013. This growth was composed of budget pressures of £3.1m in 2011/12 and savings of £1.7m in 2011/12 rising to £2.8m by 2013/14. it was explained that the pressures mainly related to concessionary fares and reduced design and supervision fees from a reduced capital programme. The savings mainly comprised of a reduction of 41 posts within the division and a £600,000 reduction in bus subsidies which would encompass the loss of 29 bus routes. A further saving of £300,000 in highways maintenance had been proposed. Further a number of questions in relation to the loss of these routes, the Director explained that a number of mitigating factors were considered before decisions were made and consideration in consultation with the bus companies was given to those which could be delivered commercially. The Director agreed with a suggestion by Councillor Newcombe that all subsidised bus routes in Leicester be reviewed in the future, and it was further suggested that a Task Group review in relation to this be considered as a future topic. Furthermore, members were informed that discussions were taking place with Leicestershire County Council around the possibility of linking the Birstall and Enderby Park and Ride services.

In light of a reduction in income from on-street and off-street parking, it was questioned whether more rigorous levels of enforcement of unauthorised car parking sites could be employed. In response, the head of Planning Management and delivery explained that he was aware of several unauthorised sites, and referred members to a legal case which was lost several years ago on the grounds of an inadequate policy and a shortage of evidence. He stated that the Council had now produced a Car Parking Supplementary Planning Document which was currently undergoing a period of consultation. The meeting heard that once adopted, this could help to significantly reduce the number of unauthorised car parks.

In response to a further question, the Director, Regeneration, Highways and Transport stated that he was optimistic that a reduction in the highways maintenance budget would not lead to a significantly poorer level of service as officers had access to a capital maintenance budget.

In response to a question around the Star Track system, the Director, Regeneration, Highways and Transport, confirmed that there would be no further capital investment into Star Track and that future alternatives to the system were to be considered.

RESOLVED:

- (1) That the Regeneration, Highways and Transport 2011/12 budget summary be noted; and
- (2) That consideration be given to setting up a Task Group to review subsidised bus routes.

Planning and Economic Development

The Head of Planning Management and Delivery and the Head of Economic Regeneration were present to provide a summary of the budget for the Planning and Economic Development division.

The Board were informed that the division had an overall reduction excluding grant transfers of £41k in 2011/12 rising to nearly £0.5m in subsequent years. There were budget pressures of 269,000 in 2011/12 and proposed savings of £310,000 in 2011/12 rising to £754,000 by 2013/14. It was explained that the budget pressures related to the cutting of the Housing Planning and delivery Grant and projected shortfalls in the Markets budget. The savings were mainly from a reduction in management and specialist staffing in the Planning Service and a reduction in funding for sub-regional economic development including the successor body of Prospect Leicestershire and Leicestershire Promotions.

In respect of economic regeneration, the Head of Economic Development informed the Board that there would be a 30% reduction towards the sub regional support unit, a 30% reduction in the Prospect Leicestershire grant and just under a 30% reduction in overseas links. It was also anticipated that increased income at Leicester Business Centre would improve the situation by £40,000 in 2011/12 and £80,000 in 2012/13 and beyond.

The Head of Planning Management and Delivery explained that the budget pressure of £182,000 in relation to the Housing Planning and Delivery Grant was as a result of the expiration of the grant from the Government. Further savings of £202,000 as part of a management review and £129,000 in specialist planning staffing had also been proposed. In response to a question, it was noted that such specialists included those that provide advice on trees,

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buildings of historic interest and in relation to urban design. It was reported that remaining planning specialists would be used in a more focused way. The Head of Planning Management and Delivery also explained that a proposal had also been included around reducing the amount of pre-planning application advice.

In response to concerns expressed to officers, the Head of Planning Management and Delivery confirmed that the cuts to service could lead to a reduction in the monitoring of the planning permissions, which in turn could potentially lead to a rise in the number of breaches.

RESOLVED:

- (1) That the Planning and Economic Development 2011/12 budget summary be noted.

138. DIVISIONAL BUDGETS PERTINENT TO THE ENVIRONMENT AND SUSTAINABILITY AND CULTURE AND LEISURE TASK GROUP LEADERS

With the agreement of the Committee, the divisional budget pertinent to the Environment and Sustainability Task Group Leader (Appendix C2) was considered before that pertinent to the culture and Leisure Task Group Leader (Appendix C1).

a) Environmental Services

At the invitation of the Board, Councillor Russell, the Lead Member for Environment and Sustainability addressed the meeting, explaining that, wherever possible, innovative ways had been sought by which Environmental Services could be protected and service levels maintained.

The Board expressed concerns about the proposal to reduce park and play locking services, (proposal number ES20). It was suggested that not locking some of the City's parks or play areas would lead to anti-social behaviour in their vicinity and Members were reminded that a verbal assurance previously had been given that consideration would be given to which parks and play areas should still be locked.

In reply, the Director of Environmental Services confirmed that it had not been decided yet which parks and play areas would continue to be locked, but the history of each site would be considered before a decision was made. The Director further confirmed that consideration was being given to alternative ways of providing this service, such as outsourcing the service, the provision of automatic bollards at entrances, or using existing staff resources. It was recognised that there would be costs associated with these alternatives, but these also needed to be quantified.

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Concerns were expressed that, once a way forward had been implemented, problems could be created for local residents, such as the presence of street drinkers, or incidences of anti-social behaviour. The Director of Environmental Services confirmed that it was only in parks and play areas where it was known that no anti-social behaviour problems existed that an alternative system would be implemented straight away and assessed while in operation.

At the invitation of the Board, Councillor Coley addressed the meeting commenting that, although some parks and play areas currently did not have any problems, these could arise if they were not locked, (for example, travelling communities moving on to unsecured areas).

Councillor Suleman enquired whether consideration had been given to park user groups taking over the locking service on a voluntary basis. The Director of Environmental Services confirmed that one option being considered was for the local community to take on the role.

Councillor Suleman then drew attention to the proposed increase in car parking charges, (proposal number ES21 referred), and questioned how this equated with the Council's efforts to encourage people to use the City's parks. He suggested that the proposal to increase car parking charges needed to be reconsidered, as the increase would deter people from travelling to City parks. However, it was noted that only two parks currently had car parking charges, which had been introduced to stop commuters using those car parks.

In considering the suggested closure of the Consumer Advice Centre (proposal number ES8), Councillor Russell reminded Members that much of the advice given at the Centre was available from other sources. However, it was recognised that some people preferred a face-to-face service, so existing Customer Services staff would be supported to enable them to provide this advice.

At the invitation of the Board, Councillor Shelton, Deputy Leader of the Environment and Sustainability Task Group, addressed the meeting, enquiring whether consultation had been started on the suggestion that a county-wide shared service for regulatory services could be considered. Councillor Russell explained that tentative approaches had been made to district authorities within the county. Positive feedback had been received at Chief Executive level where approaches had been made.

Councillor Shelton also enquired whether cleansing levels could be maintained following the proposed reductions in street cleaning and whether surplus equipment would be sold, (proposals numbered ES11, ES12 and ES13). Councillor Russell explained that the mechanical sweepers used by the Council were leased and that these leases were coming to an end.

Councillor Russell also confirmed that there was confidence that cleanliness

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levels would be maintained. It already had been found that cleanliness sometimes was higher in areas where hand barrows were used, as operatives could access smaller areas. Members of staff currently working on mechanical sweepers would be redeployed within cleansing services.

The Director of Environmental Services confirmed that amounts of visible litter in some areas could be greater than previously following this change to the service, but the risk of this had been taken in to account in presenting the proposal. If it was found that the level of service was unacceptable, resources could be redirected as part of the risk mitigation process. The frequency with which mechanical sweepers currently visited individual Wards depended on the nature of those Wards, as they were most effective in areas where there were wide, open spaces. Currently, every road was swept at least once per week, the majority of these sweeps being by hand sweepers.

Although the reduction in carbon emissions that could be achieved through the reduction in use of mechanical sweepers was welcomed, Members were concerned that the increased use of manual cleansing services could lead to an increase in the number of repetitive strain injuries (RSIs) experienced by members of staff doing this cleaning. The Director of Environmental Services advised that appropriate steps would be taken to ensure that staff could work safely and that the number of RSIs was not expected to increase. The Director undertook to circulate information on the number of RSIs reported in this service.

Councillor Potter reminded Members that she had declared a personal interest in proposals numbered ES11, ES12 and ES13, as she knew some street cleaners personally.

Serious concerns were expressed about the proposed loss of a Gardener from Gilroes cemetery (proposal number ES15). This was important work that currently was done to a very high standard and Members were concerned that this service would not be maintained. They also questioned why the reduction could not be made at a management level. The number of actual posts to be lost was questioned, as it was suggested that this could be more than one when agency staff were no longer employed.

The Director of Environmental Services advised that the proposal was not to lose one post, but was for the loss of one gardener. It was expected that this would not lead to a significant reduction in the quality of service provided. The Director further explained that one management post in Bereavement Services already had been lost. There would be significant reductions in the Parks and Green Spaces service and it was hoped that as many of these as possible could be made at a management level. The opportunity also would be taken to rationalise service delivery, which would include consideration of having shared management for the Parks, Green Spaces and Cleansing services.

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In response to further questions about how the staffing implications had been assessed, the Director of Environmental Services explained that there currently were three vacancies in Bereavement Services. One of these posts, that of Gardener, would be lost in the 2011/12 financial year, so no individual members of staff were at risk in that year. Two posts would be deleted the following year, one of which currently was vacant and one of which would come from the core pool of staff.

Councillor Suleman expressed concern at the proposal to increase non-cremation Bereavement Services fees and charges, (proposal number ES14), as the Council already owned the assets used in the service and he felt that there had not been proper consultation on the proposal. The Director of Environmental Services reminded Members that, although Bereavement Services currently generated a significant financial surplus for the Council, ambitious savings needed to be achieved across the whole division. Ways of achieving this without reducing service levels therefore had to be found. Some improvements to Bereavement Services were planned, such as the introduction of a florist and the extension of the chapel at Gilroes cemetery, and which would benefit everyone.

Councillor Newcombe reminded Members that he had declared a personal interest in proposal number ES3, as he was a Trustee of the Bradgate Park and Swithland Wood Trust.

RESOLVED:

- 1) that the report be noted;
- 2) that Cabinet be requested to recommend to Council that the post of Gardener in Bereavement Services (included in proposal ES15) be retained; and
- 3) that Cabinet be informed of the comments made by the Board on the remainder of the proposals relating to Environmental Services.

b) Cultural Services

Richard Watson, Director of Culture, introduced the budget proposals for the Cultural Services division. He explained that the proposals sought to prioritise front line services and drew attention to the levels of projected growth and recommended savings set out in the report.

In considering the proposal to introduce alternative management and operational arrangements for four museum sites (proposal number CS04), the Board noted that, if an alternative was adopted, the Council still would need to retain curators and storage space for each museum. Sarah Levitt, Head of Arts and Museums, advised that the staff cost saving was approximately

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£339,000 as detailed in CS04. In view of this, Members questioned whether the saving that would be made by closing museums to visitors was significant enough to warrant the loss of this service.

In reply to further questions, the Head of Arts and Museums advised that it had not been decided how a scheme to offer free entry to museums only to city residents would operate (proposal CS08 referred). One possibility was the use of different coloured stickers to differentiate who could access different parts of a facility. This would include people attending events at the Council's museums.

City residents would be required to provide evidence that they lived in the City, such as utility bills, library tickets, or membership cards for local organisations. Councillors pointed out that many young people would not have these items and were advised that staff at the entrance to the museums would have to exercise an element of discretion in these cases. The precise charges to be made would be decided if the principle was agreed.

It was noted that those who had served with the Royal Leicestershire Regiment would not have to pay an entry charge to the Newarke Houses Museum. Consideration also would have to be given to what kind of entry could be given to various other categories of people, such as those who had made donations to the museums.

In reply to concerns that the Arts Council required free admission to some of its exhibitions, it was noted that this had been discussed with the Arts Council, which had indicated that it would consider this on an exhibition by exhibition basis. It was felt that arrangements could be made to accommodate such exhibitions, such as making special offers, (for example, free admission), when these exhibitions were held.

The following comments were made during discussion on this proposal:-

- Facilities such as the shops and cafés at the museums would lose revenue if visitor numbers reduced as a result of entrance charges being made;
- New Walk Museum and Newarke Houses Museum had over 170,000 visitors per year. Approximately 46% of these were from outside the City boundary, with approximately half of these being from outside the county;
- In view of the anticipated number of visitors from outside the City, the income required was unlikely to be raised from a minimal entry charge;
- The Leicester Mercury had quoted a possible entry charge of 20 pence, but it was not known how the newspaper had calculated this figure. The amount to be charged had not been decided and would have to take account of the possible reduction in visitor numbers;

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- It was recognised that any system of charging admission would itself have a cost;
- Calculations had been made to identify how much visitor numbers could drop if entry charges were made. From these, it appeared to be worthwhile to introduce the charges as proposed;
- Proposal CS08 had been made to avoid having to charge everyone who entered the museums in question.

In view of the comments made, it was suggested that proposal CS08 should be deleted. Councillor Suleman reminded Members that he had declared a personal interest in this proposal, as he lived outside the City (but in the County). As such, he would not vote on the motion to recommend its deletion.

The Board also expressed concern at the proposal to consider alternative management arrangements for sports and leisure facilities (proposal number CS15). The Council would retain responsibility for plant and maintenance, so would still have significant costs to meet, and it therefore was suggested that this proposal should be deleted.

In response to questions from Councillor Suleman:-

- The Head of Arts and Museums advised the Board that the closure of the Fosse Arts music studio had been agreed as part of the budget for the 2010/11 financial year (proposal CS03 referred). Consequently, it had closed in September 2010; and
- Paul Edwards, Head of Sports, advised that sites across the City had been considered for the Football Development Project, (proposal CS02 referred), but Aylestone Meadows was the only site large enough to host 21 football pitches.

With regard to proposal CS05, to discontinue plans to replace the City Gallery, the Board enquired why alternative management options were not being considered, as was suggested under proposal CS04 for other museums. Richard Watson explained that this was a different situation, as this was a proposal not to proceed with a new building to replace one that previously had been leased. However, consideration would be given to any offers by other organisations to take on management responsibilities. Approximately £300,000 had been spent to date on the feasibility costs and other professional fees related to the original proposed new site for the Gallery.

RESOLVED:

- 1) that the report be noted;

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- 2) that Cabinet be requested to recommend that proposal CS08 be deleted and admission charges be not introduced for non-City residents at New Walk Museum and Newarke Houses Museum;
- 3) that Cabinet be requested to recommend that proposal CS15 be deleted, so that management responsibility for sports and leisure facilities is retained by the City Council; and
- 4) that Cabinet be informed of the comments made by the Board on the remainder of the proposals relating to Cultural Services.

The meeting adjourned at 5.29 pm

139. DIVISIONAL BUDGETS PERTINENT TO THE ADULTS AND HOUSING AND COMMUNITY COHESION AND SAFETY TASK GROUP LEADERS

The following draft Budget Strategies 2011/12 – 2013/14 were presented: -

- i) Adult Social Care - (Appendix D1)
- ii) Housing Strategy and Options Division - (Appendix D2)
- iii) Housing Related Support (Supporting People) Fund – (Appendix D3)
- iv) Safer and Stronger Communities Division – (Appendix D4)

i) ADULT SOCIAL CARE APPENDIX D1

The Strategic Director, Adults and Communities presented the Draft Budget Strategy. A supplementary page of information relating to Clients Changing Services and Clients Receiving Less Of Their Existing Services was also tabled at the meeting.

Members expressed a view that the supplementary information should have been circulated prior to the meeting and not tabled and that consideration should be given to deferring discussion of the Strategy document to a Special meeting of the Board. Members were unclear about several issues contained within the report and requested further information from the officers.

It was moved by the Chair and seconded by the Vice-Chair, and agreed, that further discussion on the Adult Social Care Draft Budget Strategy 2011/12 – 2013/14 be deferred to an adjourned meeting of the Board, to be convened as soon as possible.

Members requested that further information on the areas identified as follows be provided prior to the meeting: -

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- Proposed closures of residential homes, including a detailed cost analysis
- Meals on Wheels Service
- Personal Budgets
- Home Care Workers and the options
- Specific proposals regarding Extra Care
- Quality of Care

RESOLVED:

that discussion on the report be deferred to the adjourned meeting of the Board.

ii) HOUSING STRATEGY AND OPTIONS DIVISION APPENDIX D2

The Director, Housing Strategy and Options presented the Draft Budget Strategy and stated that Housing General Fund services would be adversely affected by severe reductions in capital reductions in government resources for the Homes and Community Agency, reductions in former Supporting People funds and the overall reduction in formula grant to the Council.

Members opposed, under the rationalisation of voluntary sector grants, the proposed withdrawal of funding for the provision of Corner Club, and Study Support, both of which were in-house services, and Family Support at Border House. It was felt that these were still much needed services and could lead to discrimination as some children at Border House would be eligible for support and others would not. Further information on the length of time families spent in hostels was requested and to be circulated to members.

Members supported the retention of the Homehandy Person Services but felt that there was an opportunity to promote this service better within the private sector.

Members supported the work being done to develop the Revolving Door Service at all hostels in the City that would provide focused support on those individuals that had been in the hostel more than once over the previous two years and would help them succeed when they next left the hostel.

RESOLVED:

that the Draft Budget Strategy be noted and Cabinet be informed of the comments made by the Board.

iii) HOUSING RELATED SUPPORT APPENDIX D3
(SUPPORTING PEOPLE) FUND

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The Director, Housing Strategy and Options presented the Draft Budget Strategy and stated that the report set out the actions required to make reductions of 15% in year 1 and 7.5% in years 2 and 3 for services funded from the former Supporting People grant. It was reported that the Care and Repair and the Supporting Tenants and Residents (STAR) services would be particularly affected by these cuts.

Members supported the work of the STAR service and questioned whether the work could be expanded, to offer support to clients for an appropriate period of time, instead of reducing the service. By way of clarification it was stated that there was not a fixed term of 3 months for each case handled by STAR.

Members further suggested that the proposed position regarding the ending of the contract with the Care and Repair service be re-visited as it was felt that this was a useful service.

Members questioned the savings referred to in the report that related to Children and Young Peoples Services (CYPS) and Community safety. It was stated that these cuts related to contracts for particular services that were in place. Negotiations were underway by the Housing Related Support Team with the respective contractors to try and identify the necessary savings. Members stated that the Children and Young Peoples Scrutiny Committee had not been informed of these cuts to services for children and urged that they be consulted.

It was moved by the Chair and seconded by the Vice-Chair that discussion on the report be deferred to enable the information identified to be provided and to enable the members of the Children and Young Peoples Scrutiny Committee to be consulted on the proposed cuts to services to children.

RESOLVED:

that discussion on the report be deferred to the adjourned meeting of the Board and that members of the Children and Young Peoples Scrutiny Committee be consulted on the detail of the proposed cuts, and the Cabinet Lead Members for Children and Young Peoples Services and Community Safety be invited to attend the adjourned meeting.

iv) SAFER AND STRONGER COMMUNITIES DIVISION APPENDIX D4

The Head of the Youth Offending Service presented the Draft Budget Strategy and stated that the division was heavily dependant on Central Government grant funding, with the Drugs and Alcohol Team 100%

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funded by Government and the Youth Offending Team 65% funded by Government.

It was reported that Information was still awaited from Central Government on a number of the funding streams identified in the report, and this information was being pursued by officers.

It was stated that, regarding the Youth Offending Service, discussions were underway with the Strategic Director Children to try and ensure that this area is work is not cut out by utilising some funding from the Early Intervention Grant that had been made available by the Government.

Members expressed concerns that actual savings could not accurately be determined because of the position reported by officers and surprise at the predictions that, despite cuts of some £1.5m, an improved level of service could be offered by way of re-commissioning and re-alignment of services and better ways of working, and sought what services would not actually be re-commissioned to achieve such savings.

It was moved by Councillor Newcombe and seconded by Councillor Potter, and agreed, that further discussion on the report be deferred to the adjourned meeting to enable the further information, referred above, to be provided by officers.

RESOLVED:

that discussion on the report be deferred to the adjourned meeting of the Board



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9 February 2011

UNISON RESPONSE - BUDGET 2011/12

In formulating a response to the budget proposals UNISON have been hampered by a number of issues, primarily around still unknown grant settlements in some areas and delays in formulating and consulting on proposals by Leicester City Council.

The Trades Unions were first presented with proposals on the 18th January but these were incomplete, however the full picture began to emerge on 25th January when we were briefed on the Adult Social Care proposals and when further detailed information was supplied on 27th January, giving less than 14 working days on which to glean detail, consult their members and formulate a response.

The usual good practice of divisional briefings has been patchy at best – such briefings have only occurred where we have actively sought them or where officers have been proactive in ensuring union engagement, and at time of writing we have still to receive complete budget pro-formas for many of the proposals, and some specific grants remain unknown.

While the grants issues are the responsibility of others, the incomplete nature and unprecedented haste of the Council is barely worthy of the term consultation (especially against a background of massive cuts) and risks hasty decisions with adverse consequences for the people of Leicester.

1. ADULT SOCIAL CARE

1. Six out of 8 homes to close.
2. Move away from the provision of homecare to short term 'reablement'
3. To no longer provide mobile meals.

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4. To close the day centres which currently provide services to the elderly with mental health problems, those with physical and learning disabilities and those with physical and sensory impairments (currently 7 day centres)

5. Around 300 posts lost across EPHs/Day Centres?

6. By 2013/14 the aim is to reduce the cost of care provision itself by some £12,174,000 with an additional £7,388,000 to be saved in staffing costs and cuts to other areas.

It is apparent that the direction of travel for Adult Social Care (ASC) for the next three years is essentially to commission not provide services – to sign post service users to the private and voluntary sector; a 'service' which would negate the need for too many qualified staff and consequently would be cheaper to run.

No doubt claims will be made about investing in 'reablement', (intensive work with all referrals to avoid the need for longer term care/services) as well as investment in assistive technology and the voluntary sector. What UNISON see however are figures for which there is no concrete evidence and which cannot be tested.

Within the Draft Budget Strategy (DBS) it is admitted that LCC has a relatively low spend on Adult Social Care currently (compared with other authorities in its 'audit family'). UNISON would assert that this evidences an under investment over many years which itself might explain some of the problems being faced by these services.

Unfortunately Adult Social Care has never had the investment both financial and political which Children's Services have traditionally enjoyed.

Investment in this area has been about playing catch up following underinvestment inherited from the County Council after which came a period of investment to 'stand still'.

There needs to be awareness that the current criteria for receipt of services are 'critical and substantial', Leicester City Council is not providing services to those who really don't need them – or for whom services are a luxury.

Elderly Persons Homes

The plan over the next three years is to close 6 out of the 8 in - house Elderly Persons Homes.

The rationale for this (cited over and over again) is the fact that in many of the homes the residents are required to share bathrooms.

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With respect it is the case that long term residential provision in the private and voluntary sector cannot offer every individual service user their own bathroom; it is often impractical when considering the amount and size of mobility/hoisting equipment and specially adapted baths that are often required.

In any event is that how we measure the quality of care in residential settings? Of the 16 essential standards of quality and safety produced by the Care Quality Commission – there isn't one specifically about bathrooms or toilets. There are more important considerations for CQC (and I would suspect service users) such as safeguarding from abuse, care and welfare, consent to care and treatment and ensuring there are appropriate numbers of well- trained staff etc.

Whilst it is of course true that prevention is better than cure (thus investment in preventative health measures is important; as is reablement) it is UNISON's belief that we will still need residential services for the future.

The population is an aging one and whilst the aim ought to be to keep people in their homes as long as possible (with the right support) ultimately many people with more complex needs will require residential care. If LCC divests itself of all its long term accommodation it will not only find itself a hostage to the market it will also have abdicated its responsibility as the lead provider and model employer.

The proposals contained in the DBS will be presented as being about the personalisation agenda; choice and 'putting people first' such claims are only partially true, in reality choice isn't the main driver here cost is (note the reference to 'disinvestments and re-investments' – they do not and cannot equate to the same sum otherwise the predicted savings of £19 million by 2012/13 would be unachievable)

If it were truly about choice then there would be some recognition of the need for LCC to invest in long term residential care and not to leave provision to the voluntary or private sector.

This abdication of responsibility will result in a lack of accountability; it ignores the fact that voluntary sector is under resourced and facing further cuts and it disregards the fact that it is profit not altruism that drives private sector.

It would be wrong to claim that services provided by LCC are out dated. Despite years of underfunding many areas of ASC provision have undergone constant review and realignment over the last 10 years to ensure that provision is properly targeted and leads to improved outcomes for service users one outstanding example is Home Care. Other areas can similarly be realigned.

It is unclear where those currently using the EPHs be sent over the next 3 years. It's unlikely that they have homes to return to so presumably it is Leicester City Council's

intention to move them into residential care provided by the private and voluntary sector which begs the question how is their lot improved by this proposal?

There is no escaping the fact that increased demographic pressure will lead to difficult choices having to be made – what should you invest in? What is the core business of a local authority? UNISON would say above all else the provision of services to the vulnerable.

Specific Savings

The DBS shows a table of service users/areas at Para. 1.7 – which shows a predicted reduction in numbers over the coming years. These figures can be little more than a guesstimate – how can it be claimed with any certainty that there will be 748 less people will receive meals or 342 less in long - term residential care.

The DBS details that £3million more will be spent on enabling/reablement, and that there will be investment in 'ordinary housing'. The money going into reablement has of course been taken from the closure of the Elderly Persons Homes and Day Centres. Where the investment in ordinary housing is going to come from is unspecified.

It is vital to consider the fact that the proposed budget for Direct Payments and Care Packages; Assistive Technology; Reablement and Intermediate Care and Carers/Voluntary sector amounts to £14,339,000 – the money saved in long term residential care, Home Care and Day Care alone is £28,348,000 – that is a substantial 'disinvestment'.

If you are 95 and have limited mobility and require assistance to transfer onto the toilet or into bed – if you can't cook, or struggle to feed yourself – what then? If no-one is bringing you a meal or if there are no Day Centres for you to go to and no Home Care – What then?

If you are an Adult under the age of 65 with physical or learning disabilities who wants to participate in activities during the day but require support with personal care – what then?

There is of course a move toward Direct Payments and Individual Budgets; in respect of the latter it is UNISON's view that they can result in a series of short term contracts for care provision thus there is no continuity of care. Further the service user has the burden of being an employer and its consequent responsibilities including making provision for sick pay, annual leave etc.

Direct Payments aren't the solution to this situation. Direct Payments will cover the basics - no one will receive enough to pay for social interaction lost through withdrawal of these services.

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The figures within the document show what is given to the voluntary sector with one hand is taken with the other; – Para 1.14 shows an investment of £289k (to support an additional 363 people) however Para 1.18 details a reduction of £200k.

Note the references to increased charges in Para. 1.19 – the assumption being made is that this will generate additional £1,115k.

Leicester City Council is proposing charges for day care and increased charges for home care and mobile meals – there will be no subsidies.

This is a significant amount of additional income particularly given that services will be greatly reduced. On the face of it this is simply a budget gap in the making.

To counter the removal of transport 'travel training' will be offered to service users – no doubt to help them use bus services that are being cut. Councillors need to be aware that there's no likelihood that Direct Payments will cover taxi fares and the consequent lack of transport may leave many isolated in their own homes.

With regard to co-ordinated work with the NHS referred to in the DBS it seems unlikely that two large organisations jealously guarding every penny that comes their way will open to sharing their resources, as the proposals seem to assume. This creates further dangers in terms of both potential gaps in the budget and of service users being failed.

UNISON would assert that the DBS amounts to a panic budget dressed up as personalisation. It is chock full of caveats that savings probably won't be realised in the first year when in reality those caveats should be attached to the entire three years and beyond. It is in essence management ensuring that whatever happens in the future they can state that elected members were warned!

Given the proposals it's difficult to see how the lofty promises made at Para. 3.2 will be kept.

Service User Consultation

Idea that consultation on 'decommissioning' will inform the process is a farce – the savings that are deemed necessary are predicated on the abolition of all the services listed in the document – thus the promise made to 'involve people in making decisions that affect social care' seems a little hollow.

The EIA attached to the DBS appears incredibly biased; the areas being assessed for impact are narrow and partial and the assessment of others seems fanciful e.g. reduction in use of specialist transport has no negative impact whatsoever.

Impact

The EIA is poorly done and contrasts oddly with the much-vaunted EIA done on the broader Comprehensive Spending Review, which appears not to have informed any of the proposals, put forward in ASC.

As highlighted at the outset the aim is to making savings of over £19.5 million by 2013 despite a growing elderly population, with potentially significant and complex needs, despite the fact that people with severe physical and learning disabilities live far longer.

How can these savings be achieved without having a negative impact on service users, their carers and ultimately the city as a whole?

Adults' Strategy

Like the above approach, strategy in other Adult Services seems predicated on alternative private or voluntary sector provision which does not exist or, in the case of the voluntary sector, is itself subject to massive cuts and/or re-tendering exercises (the terms are virtually synonymous, in our view).

The future consideration of voluntary sector provision of Sheltered Housing is something we would oppose for the same reasons as we would EPH closures, and again we believe the Authority's role should be as a model provider.

Housing general fund services have seen severe reductions in capital and grant funding, which can only be partially mitigated by increases elsewhere, while reductions in a range of support and preventative services (see SPR1 - SPR8) risk fewer people maintaining tenancies and putting pressure on overstretched homeless services. Whilst a temporary reprieve is welcome, imminent closure of two hostels along with a simultaneous re-tendering of voluntary sector provision on top of reductions in STAR and Floating Support risk pressures on the Options Service and an impact on vulnerable people.

With deprivation levels likely to increase in the current climate, the small growth (in developing Single Access Referral) is unlikely to mitigate the potential increase in people who need the Options service, and overall strategy risks an increase in homelessness in the city, as clearly outlined in the Comprehensive Spending review Equality Impact Assessment.

Whilst there is more reliance on Private Sector Housing in the city, the end of Home Improvement Areas and Home Maintenance grants, along with other cuts, risks further diminution of private housing standards, and cuts to Drug and Alcohol Treatment services will again impact on vulnerable people and risk increases in deprivation across the city. Cuts in "Safer Stronger Communities" will achieve the exact opposite and

throughout services to adults there are cuts which will work against the wider health and wellbeing agenda and increase poverty in an already disadvantaged city.

With changes yet to come with the benefits system moving to "Universal Credit" the potential depletion of external liaison from Revenues & Benefits will mean a tough time for many households in the city, with people finding it harder to access vital services, more tenancies at risk and even more pressure on statutory homeless services.

2. CHILDREN'S SERVICES

Children's Services is facing a reduction of £13.1 million, which equates to £9.6m in grants and £3.5m in the general fund.

In safeguarding there are an additional two team leader posts to be created to provide support to social workers; however there are two team leader posts being deleted elsewhere to offset this.

The Access, Inclusion and Participation Division which provides advice, intervention and support to some of the most vulnerable in the City appears to be facing the biggest cuts with the loss of 45 posts. These include the complete deletion of Childminding Development Officers, Quality Improvement Support Officers and Childcare Sufficiency Officers.

The Youth Service is also facing substantial cuts with the loss of two complete tiers (Advanced and Senior Practitioners) and a 25% reduction in all other posts, meaning a 30% reduction in the service overall. With the decimation of this service there will be little to occupy the teenagers of Leicester in the future and coupled with the losses in the Youth Offending Service this paints a bleak picture for the future.

Behaviour and Attendance is facing the deletion of its Head of Service and the deletion of specialist teenage pregnancy reintegration and support, which has been highly successful in reducing teenage pregnancy rates in the City. This gives cause for concern that we will soon see a return to the teenage pregnancy levels that were previously in Leicester, placing a drain on other Council resources and budgets.

Learning Services who provide targeted support to schools, particularly those in Category 3 and 4, have reduced curriculum consultants by 50%, a loss of 14 posts and the Leicester and Leicestershire Learning Alliance (staff who transferred from the Learning Skills Council) providing specialist advice for 13 -19 year olds is completely deleted with the loss of a further 6 posts. **Leicester schools have only recently reached National Standards after many years of targeted support and the good support work that enabled this to take place is withdrawn by the deletion of these posts.** The proposal to provide a commissioned and traded service for this curriculum support in schools in the future could further impact on standards as

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schools also face demands on their budgets with a 5% cut in real terms. It would be a travesty for school standards to drop because of cuts in early years and targeted school support.

In Planning and Commissioning there are a further 14 job losses, with most being lost in the Children's Information Service which is being re-sited out of the City into locality settings, causing huge difficulties for their service users who may no longer be able to access their advice.

It also appears that the Early Intervention Grant is the "catch all" for everything that is disappearing without exception and one wonders if this is a magical amount that grows and grows as demands on it get bigger and bigger.

Whilst we appreciate that the loss of grants has had a major impact on Children's Services and that Officers and Members have had to make some difficult decisions, it should be remembered that they do have a choice on where these cuts are made and choosing to make the bulk of them in early years really could condemn the children of Leicester to a lifetime of failure. The loss of Early Years support in children's formative years could make the difference between them becoming confident readers, acquiring social skills and interacting with other children – all important factors in enabling a child to learn.

In Safer and Stronger Communities there are cuts right across the board due to the loss of Area Based Grants, with an anticipated reduction of £2,634,000.

The Community Safety Team who has worked to significantly reduce burglary rates and vehicle crime are facing cuts of up to 50% with the loss of 4 posts.

The Anti Social Behaviour Unit is facing the deletion of 1 post from 7.5 posts suggesting ASB is dealt with at a locality level in future with the merger of the Anti Social Behaviour Unit and the Community Safety Team, potentially placing some communities at risk in the future due to under-resourcing.

The Drug and Alcohol Team are facing cuts of 20%, which necessitates a reconfiguration of the service and a re-tendering process, meaning some people will not be able to access the support they desperately need.

The Youth Offending Service has a number of statutory safeguarding and public protection functions, which remain a duty of the Council. LCC anticipate that the service will work together with CYPS to provide integrated youth support targeted at young people at risk of anti-social behaviour and crime. However they have proposed cuts to a third of the service, which together with the decimation of the Youth Service in CYPS mean that some young people will never get the support they need and consequently will never escape the cycle of re-offending.

Overall younger persons strategy is highly questionable, with substantial cuts across non-schools services, whilst schools themselves face a 5% cut and high risk in the deliverability of a vastly reduced Building Schools for the Future program.

3. CULTURAL SERVICES

Against a background of a 30% reduction in support grant over the next 4 years and significant reductions in external funding, it is difficult to see how LCC will “protect front-line delivery, target services to the most disadvantaged and tackle inequalities”. Outsourcing sports and leisure facilities will inevitably mean reductions in service to the most disadvantaged, leading to future cuts to all but the most profitable aspects of leisure provision. As one of the UK’s worst performers in relation to incidents of diabetes and heart disease there are clear risks to the wider health and well-being agenda within the budget proposals, as well as a clear potential equalities impact, as is also the case in the closure of crèches and the resultant ability of young mothers across the city to access services. The outsourcing and curtailment of museums services also risks indirectly affecting community cohesion in the future, and reductions in outreach will impact on young people and exacerbate our concerns in relation to services to children.

4. PLANNING AND ECONOMIC DEVELOPMENT

The proposed reduction in operating budget and resulting loss of staff and loss of specialist expertise will result in an inadequate service to the people of Leicester for the foreseeable future.

5. HIGHWAYS AND TRANSPORT

The amount the government provides for maintaining Leicester’s roads has been fairly static over recent years but this amount has proven to be insufficient to prevent the overall deterioration of our roads, with the last two bad winters drastically shortening the lifespan of most highways. There is a similar situation with the wider maintenance of assets which make up the transport infrastructure, such as verges, lines and signage, bridges, highway drains and barriers. This will contribute to an overall deterioration in the street scene. The huge reduction in the amount government provides to plan and make improvements in transport infrastructure will also have a long-term detrimental impact. The reduction in supported bus services will have a greater impact on the elderly, those on lower incomes, school children, people with disabilities and anyone who does not drive. Meanwhile, £6m is the cost of free travel for the over-65s. To put it in perspective, we have just over £6m to spend on maintenance over the entire Leicester road network!

6. HR POLICY CHANGES

The HR Policy changes outlined in the consultation proposals purport to save £4.5 million in 2011/12 rising to £5.3 (according to the slide at page 39, although the figures at page 11 are different) in the following two years. Yet there is no detail attached to either the items under 'improvements already made' or 'menu of measures to discuss with trade unions'.

Given that quite considerable savings are proposed it is clearly an area that ought to be of concern to employees in terms of the proposals themselves and to elected members as a potential gap for future budgets.

As a whole the 'menu' represents an unappetising set of propositions for UNISON members.

The lack of detail leaves us speculating what each of the lines might mean, but what is apparent is that it represents an attack on national terms and conditions of our members.

The proposal for a reduction in the working week comes on top of a three year pay freeze for all staff; a cut in salary for 25% of staff and a (further cut?) for many as a result of an overall decrease in allowances that are a consequence of Single Status.

If the aim of the employer is to absolutely ensure that the morale of its employees is at rock bottom then this proposal should help to guarantee success.

Although there was some mention of the number of jobs that acceptance of this proposal might save we assume that no assurances would be given on this issue and it is entirely likely that the same posts that were 'saved' by this proposal will be put up for cuts later down the line.

The minor modifications intended to the sickness policy are not by UNISON's definition 'minor'. The proposal to cut the benefit to 3 months full pay and 3 months half pay represents a major cut to nationally agreed terms and conditions and is unacceptable.

As a major employer in the area it is incumbent on Leicester City Council to take the lead in respect of both the package of benefits it offers to its employees and its overall treatment of them; and yet it appears that LCC believe that offering the bare legal minimum is sufficient to meet its obligation as an exemplar employer.

Withdrawal of the payment of professional subscriptions and the Retainer/Re-entry scheme are clearly not the acts of a forward thinking employer.

Whilst open to constructive discussions on the whole employment "package" UNISON will rightly resist attacks on the terms and conditions of already demoralised staff who have seen their relative income markedly depleted in the current climate.

7. EQUALITY IMPACT ASSESSMENTS

The detail and quality of Equality Impact Assessments (EIAS) vary greatly across divisions, and none appear to have had the degree of care and attention to detail taken over those relating to the Comprehensive Spending Review (CSR). However, scratch under the surface and there are clear risks identified across all equality strands which cannot be ignored despite such stock phrases as "not directly" and "it is anticipated that a 15% reduction in service is achievable with minimum impact". UNISON would like to see more time and detail spent on EIAs in relation to the budget proposals, and in the meantime would point to the risks identified in the CSR exercise.

8. CONCLUSIONS

With £50m grant reductions in 2011/12 alone it is clear central government bear responsibility for the largest cuts Leicester City Council has ever seen. The disproportionate potentially dire consequences for cities like Leicester have recently been recognised by the Chartered Institute of Environmental Health and the vice-chair of the Local Government Association. Elected Members should seriously reconsider their own views given the united opinions of unions, community and national groups and the national employer!

However decisions of choice and priority remain the Council's to make, and we would raise the following concerns:

"Protecting Front-Line Services"?

This has been the Authority's stated aim throughout the budget process and yet the proposals before us evidence anything but. This aspiration is not possible where budgets have been slashed or where responsibility for in-house service provision has been abdicated. Closure of Elderly Person's Homes, Day Centres, Children's Centres, cuts in Early Years and Youth Offending Services, cuts across Housing and related services, outsourcing leisure facilities, museum closures etc draw us to the conclusion that protecting front line services is an unattainable aspiration without real commitment.

Overall strategy is questionable in a number of areas, and clearly front-line services that remain will be severely stretched. With alterations yet to come in benefit changes and to the Housing Revenue Account and further severe budgetary pressures from 2012/13, UNISON would like to see more thought, detail and consultation on how front-line

services should be protected.

It seems forgotten that Council has been making year-on-year efficiencies as a result of previous government initiatives, and has already planned approx. 300 job losses as a result of it's ODI program. With 600 jobs to go in year one proposals alone there will be approx. 15% fewer staff delivering services – an inevitable impact on the front-line. Last year's work on 8 till 8 working, only for it to be revoked this year, is just one example where UNISON's comments in consultation have been ignored, and monies wasted as a result.

As stated in last year's budget response, in times of recession we are all expected to cut our cloth accordingly; this is not the time for speculative ventures or costly aspirations, but the time to truly examine priorities. Further consideration is essential, and UNISON would welcome more detailed thought in the following areas:

- **Leicestershire Promotions** – this has long been forecast to be self-sufficient yet will continue to be substantially subsidised into the future under the proposals.
- **De Montfort Hall** – the year-on-year ongoing budgetary shortfall is of great pressure to the Council and a long-term solution which supports provision needs to be found.
- **Subsidy to Curve and Phoenix** – given the eventual phasing out of this subsidy we would question that planned reductions are only minimal before 2013/14.
- **Park and Ride** – the continued subsidy to apparently uneconomic schemes needs to be revisited in light of budgetary pressures on wider transport strategy.

UNISON strongly believe these government cuts are ideologically driven, are predicated on alternative provision which is not currently in place in many areas, will hurt the disadvantaged the most and will damage the long-term regeneration prospects of cities like Leicester. With 38% of Leicester citizens holding a job in the wider public sector and only 54% of women in Leicester currently economically active, there are clear risks to the local economy. With vastly reduced or outsourced services there is a clear detrimental impact on every citizen of Leicester, be they three or ninety-three years old.

Despite assertions to the contrary front-line services will be hit hard, and the result on some of the most vulnerable in our city will see increases in poverty, more pressure on social services and housing and will risk undoing the good work achieved in increasing attainment levels of our children. Community cohesion in such a city as ours is at risk as communities compete for scarce resources, and perceived inequalities as services are removed will endanger the sensitive balance of inter-community relations.

Appendix Five
Consultation Responses

In summary the scale of budget cuts go too far, the pace is too quick and the lack of meaningful engagement and consultation make for decisions that may set this city back a decade. We would urge Elected Members to a more thoughtful consideration of this Council's priorities, which would truly protect services to it's most vulnerable citizens in the light of such unprecedented cuts.

Dave Mitchell
On Behalf of UNISON Leicester City Branch

Older People's Forum

Council budget proposals were discussed at the Forum for Older People Consultative Group Meeting on 26th January 2011. The proposal that gave rise to the most comment related to the reduction in Supporting People, and Housing monies spent on Care and Repair. The forum felt that the latter was an important service to many older home owners as it helped them live in their homes longer and meant that they did not have the fear of being exploited by rogue builders. There were also some concerns about the loss of subsidy on certain bus routes, the extent of the rise in council house rents and the closure of elderly persons' homes.

Schools' Forum

The Schools' Forum met on 27 January, and the budget proposals were noted. Some concerns were expressed about the impact of general fund reductions on schools, particularly those related to pupils' pre-school readiness and behavioral support. Comments were invited from individual members following the meeting but to-date none have been received.

General Public

The following summarises comments made in relation to the budget.

<u>Broad Subject Area</u>	<u>Detailed issue/enquiry</u>
General	Comment about local authority salary levels.
EPHs	Concern over outsourcing provision to the private sector.
Swimming Pools	Concern over proposed outsourcing of swimming pools (leisure centres).
Pay & Conditions (three)	Concern over impact on staff on top of Pay Freeze, JE, Job Reviews and rising inflation.
General	Reduce rubbish collection to fortnightly and introduce charges for people wanting more than this. Preferable to cuts in Children's Services.
Proposed cuts to Children's Speech and Language Support Services	Non-specialist staff cannot be trained up to do this. The Council is in danger of losing a pool of highly qualified, motivated and skilled staff.
City Gallery budget cuts (five)	Concerns about not proceeding with City Gallery.
Conservation & Design Service	Letter of objection to Andrew Smith. In essence concern over proposed cuts to Planning Policy and Design Team - will put in danger the stated objectives in the Local Development Framework.
Museum closures (four)	Concerns over proposals regarding museum services.

A number of these proposals have now been withdrawn.

Recommended Prudential Indicators

1. Introduction

- 1.1 This appendix details the recommended prudential indicators for general fund borrowing and HRA borrowing. The authorised limit is a cap on borrowing, but all other indicators are estimates, which will be subject to routine reporting to PVFM Committee.

2. Proposed Indicators of Affordability

- 2.1 The ratio of financing costs to net revenue budget:

	2010/11 Estimate %	2011/12 Estimate %	2012/13 Estimate %	2013/14 Estimate %
General Fund	7.3	8.2	8.9	8.5
HRA	10.3	10.4	10.4	10.1

- 2.2 The level of approved schemes funded by unsupported borrowing for the general fund:

	2010/11 Estimate £000s	2011/12 Estimate £000s	2012/13 Estimate £000s	2013/14 Estimate £000s
Unsupported borrowing brought forward	43,345	47,837	53,009	59,900
New Unsupported borrowing	6,934	8,225	10,383	500
Less Unsupported borrowing repaid	(2,442)	(3,053)	(3,492)	(3,670)
Total Unsupported borrowing carried forward	47,837	53,009	59,900	56,730

- 2.3 The level of unsupported borrowing for the HRA:

	2010/11 Estimate £000s	2011/12 Estimate £000s	2012/13 Estimate £000s	2013/14 Estimate £000s
Unsupported borrowing brought forward	18,372	25,031	28,656	27,289
New Unsupported borrowing	7,533	4,800	0	0
Less Unsupported borrowing repaid	(874)	(1,175)	(1,367)	(1,367)
Total Unsupported borrowing carried forward	25,031	28,656	27,289	25,922

- 2.4 The estimated incremental impact on council tax and average weekly rents of capital investment decisions proposed in the general fund budget and HRA budget reports over and above capital investment decisions that have previously been taken by the Council are:

	2011/12 Estimate £	2012/13 Estimate £	2013/14 Estimate £
Band D council tax (1,186.22)	(13.96)	(13.96)	(13.96)
HRA rent	0.05*	0.23*	0.22*

* Based on 2011/12 average weekly rent of £61.43 (52 week basis)

- 2.5 The reduction in Band D council tax arising from borrowing decisions in this budget is because the amount requirement for the central accommodation review is less than was approved last year.

3. Indicators of Prudence

- 3.1 The forecast level of capital expenditure to be incurred for the period 2010/11 to 2012/13 (based upon the Council capital programme, and the proposed budget and estimates for future years) are:

Appendix Six

Divisions	2010/11 Estimate £000s	2011/12 Estimate £000s	2012/13 Estimate £000s
Learning Environment	20,889	37,230	25,000
Access Inclusion & Participation	6,505	6,000	2,000
Social Care & Safeguarding	2,134	515	200
Learning Services	1,011	0	0
Highways & Transportation	12,988	7,000	5,500
Transport Division	2,800	1,500	1,000
Cultural Services	5,943	4,523	500
Environmental Services	1,391	6,017	200
Planning & Economic Development	3,090	1,224	1,000
Adult Care	192	885	1,000
Safer & Stronger Communities	404	0	0
Housing Strategy & Options	3,425	4,040	3,000
Strategic Asset Management	2,748	6,205	10,000
Human Resources	10	10	10
Assurance & Democratic	128	0	0
Total General Fund	63,658	75,149	49,410
Housing Revenue Account	33,864	19,880	19,880
Total	97,522	95,029	69,290

3.2 The capital financing requirement measures the authority's underlying need to borrow for a capital purpose, as opposed to all borrowing:

	2010/11 Estimate £000s	2011/12 Estimate £000s	2012/13 Estimate £000s	2013/14 Estimate £000s
General Fund	288,164	281,489	276,936	264,094
HRA	224,303	227,928	226,561	225,194

3.3 The general fund capital financing requirement split between unsupported and supported borrowing:

Appendix Six

	2010/11 Estimate £000s	2011/12 Estimate £000s	2012/13 Estimate £000s	2013/14 Estimate £000s
General fund capital financing requirement – supported borrowing	240,327	228,480	217,036	207,364
General fund capital financing requirement – unsupported borrowing	47,837	53,009	59,900	56,730
Total general fund capital financing requirement	288,164	281,489	276,936	264,094

4. Treasury Limits for 2011/2012

4.1 The Treasury Strategy includes a number of prudential indicators required by CIPFA's prudential code for capital finance, the purpose of which is to ensure that treasury management decisions are affordable and prudent. One of these indicators, the "authorised limit" is a statutory limit under the Local Government Act 2008 and will be set by the full Council as part of the budget. The other indicators are part of the treasury strategy which is to be submitted for approval by Cabinet at its' meeting on 7th March 2011.

4.2 The Council is required to set an "authorised limit" on borrowing which cannot be exceeded. The proposed limits are:

	2011/12 £m	2012/13 £m	2013/14 £m
Borrowing	400	400	400
Other forms of liability	35	35	35
Total	435	435	435

Budget Lines

Environmental Services
Cultural Services
Highways & Transport
Regeneration, Planning & Policy
Resources

Change & Programme Management
Financial Services
Human Resources
Information & Support
Corporate Governance
Strategic Asset Management

Care Management
Supporting People
Safer & Stronger Communities
Strategic Commissioning
Housing Strategy & Options

Access, Inclusion & Participation
Learning Services
Social Care & Safeguarding
Planning & Commissioning

Appendix Eight

Forecast Budget Position 2011/12 to 2013/14

	2011/12 £000	2012/13 £000	2013/14 £000
Mainstream Budgets			
Spending on Services			
Change & Programme Management	4,245.4	4,245.4	4,245.4
Financial Services	6,751.2	6,372.2	6,372.2
Human Resources	4,451.0	4,451.0	4,451.0
Information & Support	9,587.2	9,587.2	9,587.2
Assurance & Democratic Services	2,710.9	2,578.9	2,578.9
Strategic Asset Management	8,529.3	8,529.3	8,529.3
Housing Benefits (Client Payments)	527.6	527.6	527.6
Environmental Services	25,533.1	24,499.1	24,454.1
Cultural Services	14,604.9	14,220.9	13,940.9
Regeneration, Highways & Transport	18,454.0	17,496.0	17,181.0
Planning & Economic Development	2,502.2	1,908.2	1,908.2
Resources (former R & C)	1,088.4	1,088.4	1,088.4
Safer & Stronger Communities	4,745.8	4,409.8	4,409.8
Adult Care	83,687.4	86,001.4	86,001.4
Housing Strategy & Options	1,089.9	1,110.1	1,110.1
Social Care & Safeguarding	35,582.3	35,519.1	35,519.1
Learning Environment	1,763.2	1,763.2	1,763.2
Learning Services	7,262.2	6,980.4	6,920.4
Access, Inclusion & Participation	11,278.2	10,079.7	10,079.7
Planning & Commissioning	8,890.4	8,321.3	8,311.3
Supporting People	11,816.0	11,816.0	11,816.0
Plus:			
National Insurance	500.0	500.0	500.0
Pensions	742.0	1,498.0	2,261.0
Estimated Pay Inflation	700.0	700.0	700.0
Energy Costs Originally Approved in 2009/10 Budget	2,500.0	2,500.0	2,500.0
Total Spending on Services	269,542.6	266,703.2	266,756.2
Capital Finance	23,346.7	24,530.0	23,789.0
Other Corporate Budgets	1,022.3	882.3	882.3
Council Tax Freeze Grant / New Homes Bonus	(3,751.0)	(3,751.0)	(3,751.0)
Other Costs			
Building Schools for the Future			
- Ringfenced Govt. Funding	4,759.0	4,569.0	4,386.0
- City Council Cost - Future Phases	310.0	568.0	2,113.0
Job Evaluation	4,003.0	5,034.0	5,189.0
Capital Programme Support	1,000.0		
Carbon Reduction Levy	700.0	700.0	700.0
Future Provisions			
Inflation		3,398.0	7,991.0
Planning Provision		1,500.0	3,000.0
Savings			
ODI Programme	(5,900.0)	(8,400.0)	(9,200.0)
HR Policies	(3,300.0)	(4,100.0)	(4,100.0)
Senior Management Review	(800.0)	(800.0)	(800.0)
Contingency	2,000.0		
Forecast Base Position	292,932.6	290,833.5	296,955.5
Forecast Resources			
Government Grant	189,849.0	177,370.0	175,809.0
Council Tax	93,690.0	96,033.0	98,433.0
Collection Fund Surplus 2010/11	90.0		
Use of Reserves	9,303.6		
Total Forecast Resources	292,932.6	273,403.0	274,242.0
Surplus / (Gap)	0.0	(17,430.5)	(22,713.5)

Children's Services Additional Savings

<u>ABG Grants Ending</u>		<u>£ Full Year</u>	<u>£ 2011/12</u>
School Travel Advisers and Sustainable Travel Duty	It is proposed to cease funding and reprioritise accordingly.	55,000	41,250
Extended Rights to Free Transport	The Government advises that this will be replaced by alternative funding in short term, followed by national review of home to school travel. It is proposed to retain a £10k provision for 2011/12 pending national clarification.	50,100	40,100
Child Poverty Local Duties	This was one-off funding for 2010/11 arising from the requirement in the Child Poverty Act 2010 to develop and publish a local child poverty needs assessment and strategy.	95,600	95,600
Extended Schools Start-up Grants	This funds the interim arrangements for Integrated Service Centres and their Managers and admin support. Arrangements are being made to terminate secondments and temporary contracts and to review the position of permanent staff in the light of the on-going requirements to support the Common Assessment Framework process. A part-year saving is assumed to allow time for these matters to be resolved.	426,800	284,505
School Intervention Grant	This is available to support intervention in schools causing concern. Any such costs will be met through the existing arrangements for the School Support and Interventions Fund in the Schools Budget (DSG).	70,500	70,500
Designated Teacher Fund (re. Looked After Children)	Training for designated teachers with school-wide responsibility for LAC will continue. However the costs to schools of supply cover for teachers attending training will no longer be funded.	14,600	14,600
City Learning Centres	There are two City Learning Centres, at Beaumont Leys School and at Crown Hills Community College. Their future roles and funding are to be reviewed with a Schools Forum working group. Options include top-slicing the Schools Budget, trading with schools, developing alternative uses, downsizing and closure. When they were established some years ago, it was envisaged that they would become self-financing over time.	475,900	475,900
Gifted and Talented Pupils	This very small budget pays for items such as certificates and will be absorbed within the Learning Services budget.	300	300
		1,188,800	1,022,755

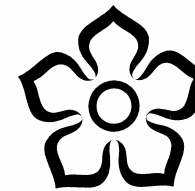
Appendix Nine

		<u>£ Full Year</u>	<u>£ 2011/12</u>
<u>ABG Grants Transferring to the EIG</u>			
Connexions	A 15% reduction has already been agreed with the Connexions Service. This effectively continues on a full year basis the 2010/11 funding reduction following Summer 2010 reductions to the Area Based Grant, achieved by freezing recruitment and ceasing the production of paper based resources.	560,000	560,000
Teenage Pregnancy	The Teenage Pregnancy Board has provisionally agreed to reprioritise and target activities across the Council and NHS.	80,000	80,000
Positive Activities for Young People	Funding from the PAYP grant had been earmarked for the MyPlace City Centre Youth Hub project. Assuming that the project does not go ahead, this funding will not be required.	300,000	300,000
January Guarantee (Connexions)	This additional funding was made available for a new "guarantee" of education and training in January 2010 and was received in 2010/11. It is not part of Connexions' baseline funding.	53,100	53,100
Children's Social Care Workforce Development	It is proposed to reduce funding by an initial 10%, by prioritising development initiatives.	14,100	14,100
		1,007,200	1,007,200
<u>Other</u>			
Savings on contracts	It is proposed that savings will be found on existing contracts.	100,000	100,000
Absorb losses on grants transferring to mainstream funding	The Social Care and Safeguarding Division will absorb the losses on four grants moving into mainstream / General Fund budgets. (Child Death Review Processes, Care Matters, CAHMS and Carers)	150,000	150,000
Student Awards - additional saving as no formula grant reduction	The Student Awards service in Leicester comes to an end in March 2011 as national arrangements take over. A saving was declared in the published budget proposals, however an additional sum can now be released as the Council's funding / the base budget has not been specifically reduced as expected. A part-year effect is proposed to allow for any residual staffing costs in 2011/12.	70,000	50,000

Appendix Nine

		<u>£ Full Year</u>	<u>£ 2011/12</u>
Cease funding for Assessment for Learning and Playing for Success	The allocation of the Assessment for Learning grant to schools will cease. The remaining two Playing for Success centres will close at the end of the Summer term, and will be funded from 2010/11 Standards Funds.	268,000	268,000
Music in Schools	The Music Grant will end in its current form. Future arrangements are dependent on the Henley Review and the Government's response. It is proposed to assume that one third of the current funding could be released.	107,332	107,332
Early Years SEN support in the Surestart Grant	It is expected that the spend relating to ages 3 and 4 could be funded from the Schools Budget / DSG. This is assumed to be half of the total grant.	36,000	36,000
		<hr/> 731,332	<hr/> 711,332
TOTAL POTENTIAL FURTHER REDUCTIONS		<hr/> 2,927,332	<hr/> 2,741,287

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Leicester
City Council

WARDS AFFECTED
All

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:
OSMB

15th February 2011

Adult Social Care Transformation Programme

Report of the Strategic Director Adults and Communities

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Appendix C

1. Purpose of Report

- 1.1. To advise OSMB of the required programme of transformation in Adult Social Care (ASC) and its resulting budget implications for 2011/12 and beyond

2. Recommendations

- 2.1. That OSMB note the national requirement for the transformation of ASC
- 2.2. That OSMB note the budget implications for 2011/12
- 2.3. That PVFM receive quarterly updates on the progress of the transformation programme and its improved outcomes for people in Leicester

3. Summary

- 3.1. The transformation of ASC is designed to bring about fundamental change. It aims to facilitate a real shift of power from the state to people and communities. It aims to give people the freedom to choose the services that are right for them from a vibrant plural market. Central government is challenging councils to provide personal budgets, preferably as direct payments, to everyone eligible within the next two years.
- 3.2. The Council is a relatively low spending authority on ASC compared with other authorities in its audit family. ASC in Leicester has not developed and modernised as fast as the services in many other councils. What this means in practice is that what funding there is available is providing outmoded services of only adequate quality as it has not been able to disinvest and reinvest in modern, choice based quality services. This investment cycle is the key to securing better outcomes both now and in the future.
- 3.3. Consequently, if services in Leicester are not modernised, an additional £14 million of public funds will be required by 2025 just to stand still.
- 3.4. Our vision starts with securing the best outcomes for people. People, not service providers or systems, should hold the choice and control about their care. Personal budgets and direct payments are a powerful way to give people control. Care is a uniquely personal service. It supports people at their most vulnerable, and often covers the most intimate and private aspects of their lives. With choice and control, people's dignity and freedom is protected and their quality of life is enhanced. Our vision is to make sure everyone can get the personalised support they deserve.
- 3.5. Prevention is the first step of the transformation and the key to success. People tell us that they want to maintain independence and good health throughout their lives. National evidence and local experience shows that a considerable proportion of care needs can be avoided or significantly reduced if we intervene earlier. It is always far better to prevent or postpone dependency than deal with the consequences.
- 3.6. Securing good outcomes for disabled people also means bringing employment and housing services together to improve their well-being and meet emerging needs. 'Supporting People' provides housing related support to help individuals to live independently in their own home and avoid more costly interventions. These preventative services improve outcomes for individuals and return savings to other areas, such as housing, health, social care and the criminal justice system.

3.7. The last government, and the social care sector, recognised that radical action would be required if the impact of demography was to be managed. The population is getting older – by 2022 20% of people in England will be over 65. By 2027 there will be a 60% increase in the number of over 85. Offering customer and carers a personal budget with which they can plan and purchase their own services is expected to ensure that service costs can be better controlled, while at the same time offering increased choice and control to people. the Council is a trailblazer for Right to Control which pilots this approach.

4. Report

- 4.1. Adult Social Care has developed a three year service transformation programme to bring services in line with Department of Health requirements and local aspirations. This report focuses on the first year of the programme itemising the shifts in service provision and the consequential budget implications. The implementation plan can be found at appendix 1.
- 4.2. There has been, and remains, an over reliance on residential care and in-house care, where costs are expensive. Our in house services, particularly residential care, do not provide acceptable, modern environments for group living and require significant levels of capital funding which simply is not available. For example, none of our residential homes have en suite facilities and male and female residents have to share toilet and bathroom facilities. Many types of council have taken opportunities over the years to outsource services and make significant savings. As a result, people in Leicester requiring social care support lack the ability to exercise choice and control and to live a life that meets their aspirations.
- 4.3. Enhanced partnership working for ASC, Housing and NHS is critical to the delivery of this programme. The service redesign is dependent upon the realignment of assets to achieve the results we are seeking. Each part of the programme represents an interdependent, considered and timed move towards a modernised and empowering system of social care. Overall the programme is designed to improve quality, value for money and performance. Carrying it out successfully will raise the aspirations of our service users and contribute to improving their health and well being and life chances.
- 4.4. Users of services have a right to be consulted about proposals which affect them. Where there is a proposal to close homes both the Local Government and Public Involvement in Health Act 2007, Part 7 Section 138, and Human Rights Act 1998 must be considered. The budget proposals are clear in that they put forward a consultation on outline proposals and not a decision about services at this point. Details of the equality impact assessment for people currently receiving services are at appendix 2.
- 4.5. Intermediate care, reablement and enablement services are at a very early stage of development but the research from other parts of the country shows that these services have a critical role to play in helping people to regain and retain their coping capacities. A rapid expansion of these services, both building based and community based, next year for both older adults and younger adults will reduce demand for more expensive care packages and delay admission to high cost care placements. These services are being developed in partnership with the NHS and offer opportunities for management cost reduction. It is planned to expand the service from just over 100 people to 440 by the end of next year and continue to grow the service further in future years. The detail of this approach is at appendix 3.

- 4.6. Across these service areas there is a shift from residential care to various forms of more cost efficient assisted housing and extra care housing in particular. Within the assisted housing areas cost changes are being pursued to maximise efficiencies. Details of the plan for extra care development are detailed at appendix 4.

5. Individual Budgets

- 5.1.1 Where personalisation has taken root, it works and is popular with users and carers. A report from the Office of Fair Trading showed that direct payments made people happier with the service they receive. This is also the local experience as the case study below illustrates.

James and Samantha met and married whilst living in a residential care home for people with physical disabilities. When the home closed they moved into independent accommodation and had services arranged for them by Social Services. Unhappy with the lack of control that they had over their services James started to research Direct Payments and eventually he and Samantha got a DP, pooled their budgets and ended up employing 4 Personal Assistants (PA's). The PA's were recruited from the local community and this gave James and Samantha a new network of friends. James and Samantha both have fluctuating health needs and they have planned their support to make sure that when they need additional support they have the finances to pay for it. Both James and Samantha have full and active social lives. James delivers training for staff working in the Council and volunteers his time supporting other people with disabilities; they both enjoy going to the theatre and trips to London.

- 5.1.2 The time is now right to make personal budgets the norm for everyone who receives ongoing care and support – ideally as a direct cash payment, to give maximum flexibility and choice.
- 5.1.3 In order to bring the benefits of personalisation to all there are five groups of people who may need more support or appropriate help to manage a direct payment:
- Older people should be supported with information on quality of providers readily available and the 'hassle costs' of choice reduced as far as possible. For example, by ensuring they receive appropriate support and assurance through the process. Strengthening the voice, choice and control of older people with high support needs takes time and effort to achieve. A range of person-centred approaches exists to help plan and deliver better outcomes for people who need support, which can have benefits for older people, staff and families, and also contribute to ending age discrimination as outlined in the Equality Act 2010
 - People with learning disabilities, autism, disabled people and those with complex needs require person-centred planning to maximise choice and control, and appropriate help in cases where a direct payment is not chosen;
 - Despite evidence that use of personal budgets resulted in a significantly higher quality of life for people with mental health conditions take-up has so far been low;
 - People in residential care should have the same entitlement as anyone else to exercise choice and control over their care and how they live; and
 - People who lack the mental capacity to make some decisions should also be offered the same opportunities for choice and control as anyone else. The core principle of the

Mental Capacity Act – that best interests and participation in decisions should be enabled wherever possible – must guide the approach. Councils should work with the person and those close to them to find out their preferences and manage risk sensibly. This may involve placing control of a personal budget in the hands of another suitable person.

6. Implications for in house services

6.1. Residential care

6.1.1 We currently have 8 elderly persons homes and 1 intermediate care home that is not included within the proposals.

Name of the Home	Address	Ward
Abbey House	Stokes Drive Leicester LE3 9BR	New Parks Cllrs J Blackmore, Corral and Hall
Arbor House	High Street Evington LE5 6FH	Evington Cllrs Bajaj and Johnson
Brookside Court (Intermediate Care)	Cademan Close Knighton LE 2 3WT	Knighton Cllrs Bayford, Grant and Hunt
Cooper House	Pasley Road Eyres Monsell LE2 9BT	Eyres Monsell Cllrs Cleaver and Palmer
Elizabeth House	Perth Avenue New Parks LE3 6QR	New Parks Cllrs J Blackmore, Corral and Hall
Herrick Lodge	28 Orchardson Avenue LE4 6DP	Latimer Cllrs Patel and Sood
Nuffield House	Barclay Street West End LE3 0JE	Western Park Cllrs R Blackmore and Coley
Preston Lodge	20 Kingfisher Avenue Humberstone Road LE3 6QR	Charnwood Cllrs Newcombe and Osman
Thurn Court	Thurncourt Road Thurnby Lodge LE5 2NG	Thurncourt Cllrs Allen and Scuplak

- 6.1.2 Elizabeth House and Herrick Lodge have been identified as possibilities for year 1 closure.
Detail of this analysis is in appendix 5.
- 6.1.3 Herrick Lodge currently has only 13 (of a potential 40) occupied beds.
Elizabeth House has 21 of 37 beds occupied.
- 6.1.4 Both are in a poorer physical state than the other units.
Both are situated in areas that offer redevelopment potential, e.g. for supported housing or through the PFI scheme.
- 6.1.5 Two homes are proposed to change their use, to focus on short term provision. It is suggested that this be Preston Lodge and Abbey House, providing easily accessed units on both sides of the city, and retaining assets with more limited value for other purposes.
- 6.1.6 Preston Lodge currently has reduced client numbers as part of the building was utilised as a mental health respite unit until recently. It has 29 residents. It is well located next to the Merlyn Vaz centre, promoting joint work with health and social care professionals and ASC are developing short term services at Preston currently.
- 6.1.7 Abbey House is currently running at near full occupancy (33 beds). Part of the grounds have been used to develop a supported living scheme for people with learning disabilities.
- 6.1.8 The rationale for home selection for change / closure is as follows.
- Elizabeth House (Closure) – New Parks
- Poor condition
 - Low occupancy
 - High refurbishment costs
 - Limited community / health links
- Herrick Lodge (Closure) - Latimer
- Poor condition
 - Low occupancy
 - Linked to PFI site options
 - Identified as suitable (if not PFI) for supported housing redevelopment on site
- Preston Lodge (Retain and change) - Charnwood
- Lower permanent resident numbers
 - Utilisation as short term / interim in progress
 - Good geographic location for BME populations
 - Lower value site (reduced potential for receipt)
- Abbey House (Retain and change) – New Parks
- Provides preferred City West location to complement city east at Preston Lodge
 - Limited close community facilities so suitable supported housing redevelopment
 - Lower refurbishment costs for continued use
- 6.1.9 The phased closure of two further homes is proposed commence, with two in year 2 and the remaining 2 in year 3. This would be from Arbor House, Cooper House, Nuffield

House and Thurn Court. The order of closure could reflect both the developing asset work and the consultation feedback.

6.1.10 Service users requiring residential care will still be able to access it in local areas as there is sufficient provision in the independent sector. This provision is well spread across the city so people will be able, where there is a need to be moved, to stay in their chosen area. There are some service users who will be able to transfer to supported living if they so choose and this will be facilitated if that is what they request.

6.2 Day Care

6.2.1 The council provides learning disability day services, older people's mental health day services and a physical disability day service. There is a small adult mental health service that already provides an enabling function which will continue to be developed.

6.2.2 Learning Disability Services

6.2.3 Services provided are the Community Opportunities Services, which supports groups of individuals to meet in a variety of community venues, Layton Road 'Access All Areas' (Challenging Behaviour) and Hastings Road 'Profound and Multiple Learning Disabilities'.

6.2.4 The community opportunities service does not offer customer choice, is expensive in comparison to other provision and makes no contribution to the transformation of ASC. It is proposed that this is transformed in a phased approach, as individuals are reassessed and take up personal budgets in order to access community alternatives. This would commence in 2011/12, continuing over 2012 /1 3.

6.2.5 An in-house business case is scoping the potential to develop an enablement service for people with learning disabilities that would support people to engage with community options and move to supported living. This would reshape capacity from traditional day services to support the enablement agenda.

6.2.6 Hastings Road offers a service to people with profound and multiple learning disabilities. It is proposed that a specification is developed for this to be re-provided as a 24/7 resource hub in partnership with health.

6.2.7 Users from Access All Areas would be reassessed to identify alternative options within community based services or from a remodelled resource hub for those with the most complex needs.

6.3 Older Persons Mental Health (OPMH)

6.3.1 There are three units currently providing a traditional day services located at Visamo, Nia and Martin House. Nia and Martin House are in the process of a merger.

6.3.2 OPMH services should phase their closure over 2 years, to allow for alternative community and voluntary support to develop. Individuals would be supported to access other community options. The needs of any individuals with complex needs that require specialist support will be considered through the redevelopment of in house provision via the Dementia Centres approach.

6.4 Physical disabilities

6.4.1 LCC will support individuals at Douglas Bader to take up personal budgets and use these to access community based services. This could include working with groups of individuals to make and support user-led arrangements for peer meetings. This would enable the closure of the traditional service at Douglas Bader.

6.5 Mobile meals

6.5.1 There are currently around 853 people receiving mobile meals at a cost of £814k. The cost per meal is approximately £5.20 and the current charge is £2.95. This represents a significant subsidy for each service user and does not represent good value for money given the rigidity of the service and the lack of customer choice. It is planned to reduce and then close the service during next year yielding savings of £172k by 31st March 2012 and then £714k in the following year. It is planned to consult on decommissioning the service to give improved choice for people as well as yielding savings. There are many different options in this regard all of which should be explored. Additional details can be found at appendix 6.

7. Staffing implications

7.1 The potential implications of staff affected by the closure of residential care homes are detailed in table 1.

Table 1

Home	Permanent staffing (inc P/T)	Staffing required
Abbey	38	40
Arbor	33	nil
Cooper	30	nil
Elizabeth	40	nil
Herrick	32	nil
Nuffield	34	nil
Preston	44	44
Thurn	34	nil
TOTAL	285	84

7.2.1 Therefore, the number of posts lost over 3 years is 201; the number of posts retained for change of use is 84. There is however an opportunity to redeploy approximately 60 staff to intermediate care / reablement services.

7.2.2 The number of staff displaced therefore is 141 but this does not factor in natural turnover in this sector of an average of 20% per year and the opportunities that are available to staff as detailed in appendix 7.

7.3 Day Services

7.3.1 The implications for staff affected by the closure of day services is detailed in table 2

Table 2

Unit	Establishment staffing	Staffing required
COT / PMLD / AAA	143	45
OPMH	25	nil
DBC	18	nil
TOTAL	186	45

7.3.2 The number of posts displaced therefore is 141; the number of posts retained is 45.

7.3.3 There is however an opportunity to redeploy approximately 30 staff into reablement work. The number of staff displaced does not factor in natural turnover in this sector of approximately 20% per year and the opportunities that are available to staff as detailed in appendix 7.

8. Financial Implications

8.1 The financial implications for year 1 of the programme are detailed in the proformas attached at appendix 8.

9. Other implications

OTHER IMPLICATIONS	YES/ NO	Paragraph/References Within the Report
Equal Opportunities	Y	
Policy	Y	
Sustainable and Environmental	N	
Crime and Disorder	Y	
Human Rights Act	Y	
Elderly/People on Low Income	Y	
Corporate Parenting	N	
Health Inequalities Impact	Y	

10. Risk Assessment Matrix

Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/appropriate)
Reductions in grant funding have not yet been fully worked through so the impact is not yet known	M	L	Phasing of the implementation plan will have to be adjusted if continued changes to grant funding are made.
Significant savings are predicated on reducing the numbers of people receiving care packages through diversion to universal and lower cost community services	M	H	Significant work is taking place with staff to shift thinking to a personalized and reablement focused intervention. Market management strategy and CVS work is designed to deliver prevention
Savings are predicated on being able to reduce current provider costs in the voluntary and private sectors	M	H	Success has already been seen through the use of the care funding calculator and this will continue
Savings have been calculated on moving some people from residential care to lower cost forms of supported living.	M	H	Supported living plan aims to address this and phases the numbers of people requiring service change
In addition to the above the social care divisions are likely to carry forward a substantial inherent overspend of around £2m from the current year.	H	H	Measures in place include a QA panel, rigorous application of FACS and financial target setting for teams. NHS monies will reimburse for spend incurred during the winter period

- 10.1 Overall, Adult Social Care is probably the council's greatest risk area from a financial perspective. It has implemented a series of work streams to help ensure progress is made towards making the required savings and thereby reduce the level of risk.
- 10.2 However, the significant risk of not making such changes are not only that people requiring care in the city are disadvantaged by an un modernised system but also that the council will encounter the most severe financial difficulties as a result of not making changes to ASC. As one of the biggest spending parts of the system, the inherent risk in not changing is equal to and probably greater than the risk of change.

11. Background Papers – Local Government Act 1972

- Putting people first: a shared vision and commitment to the transformation of adult social care (DH, Dec 2007)
- A Vision for Adult Social Care; Capable Communities and Active Citizens (DH, Nov 2008)
- Think Local, Act Personal: Next Steps for Transforming Adult Social Care (DH, Nov 2008)
- Choice and Competition in Public Services: A Guide for Policy Makers (Office of Fair Trading/Frontier Economics, 2010).
- The National Evaluation of the Individual Budgets Pilot Programme (Social Policy Research Unit, University of York, 2008).
- Individual Budgets: Impacts and Outcomes for Carers (Social Policy Research Unit, University of York, 2009)

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Adult Social Care Transformation

High Level Programme Plan

1. Introduction

The high level programme plan sets out the key workstreams and the activities, sequencing and dependencies between them.

Below the high level plan, the individual workstreams have more detailed action/project plans underpinning these. The plans are subject to adjustment, and consequently are more accurate and detailed in the short term, as some actions will involve scoping and detailing later actions.

2. Workstreams

The work to deliver the broad ranging and complex activities with the Adult Social Care Transformation programme has been broken down into smaller, more manageable workstreams, which have been allocated to individuals to deliver.

The work streams are varied, some relate to the necessary infrastructure changes, some relate to activities to actually deliver the transformation and some relate to the delivery of specific tools or services which are required to make the changes.

The attached work stream list provides an overview of the work streams and their lead officers.

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3. Programme Plan

No	Workstream	Activity	Start Date	Completed	Linked to	Comments
1	Fit for the Future	Establish high cost cases for negotiating with providers	Completed	Oct '10		Each supported living, residential care and transport service package was examined and ranked in cost order.
2		Undertake full re-assessment of the high cost cases, in reverse cost order, to identify the actual current level of need	Ongoing	Jan '12	1	Where multiple cases are using the same provider, these are grouped, re-assessed at the same time
3		Gather full information for a provider, and the people using the provider and negotiate directly to achieve cost benefits	Ongoing	Feb '12	2 ASC-R1 ASC-R1A ASC-R4D ASC-R5B ASC-R8	Information used includes CQC reports, companies house reports and accounts, charity commission reports, safeguarding reports and the recently completed re-assessment and applying the Care Funding Calculator
4		Consult with staff, public and other stakeholders over changing the charging regime	Feb '11	May '11		The changes are necessary as without them, the cost of administering personal budgets increases substantially
5		Implement new charging regime for all Personal Budget and other service users	Jun '11	Jun '11	4	
6		Establish the Quality Assurance Panel to ensure all services requested are VFM, and required	Ongoing	Apr '11		The panel reviews cases where needs cannot be met within the RAS, where residential or supported living is required or where the package of care is high cost. The panel reviews whether FACS eligibility is met.

7		Establish assurance methods over FACS eligibility	Apr '11	Jun '11		Ensure the agreed eligibility criteria is applied consistently and accurately for all people assessed for adult social care.
8	Care Pathways	Develop the outline care pathway for adult social care	Nov '11	Feb '11		Develop a modern, fit for purpose and efficient care pathway to ensure people receive timely, straight-forward and consistent access to adult social care that delivers Putting People First
9		Develop the detailed systems, processes and working practices to deliver the new care pathway	Feb '11	Apr '11	8	Includes ensuring the SAQ and RAS work well, forms are updated, support planning, prevention and early intervention approaches, advice and information for people and computer systems are aligned and working well.
10		Update the resource allocation system to implement from lessons learned	Dec '11	Mar '11		The RAS has been in use for 6+ months, and those issues encountered are to be addressed, as well as aligning the RAS to the care pathway in full.
11		Undertake Organisational Review of Care Management (Social Workers)	Mar '11	Jun '11	8	Deliver an organisational structure in Care Management that delivers the care pathway effectively, and ensures resources are aligned to the need to ensure assessments are high quality and address eligible needs
12		Establish the Single Point of Access for Adult Social Care, and the mainstreaming of Prevention and Early Intervention linked to multi disciplinary locality based working	Jun '11	Sep '11	8, 9. 11 ASC G2	Implementing the named services to drive the change of emphasis to align to using universal services, prevention and early intervention, helping people become or regain independence, and accurately identifying and supporting those people that need assistance in a short or long term basis

13		Reassessing all people currently receiving services	Jun '11	Apr '13	9, 10 ASC-R1, A,B,C, D,E ASC-R3, A,B,C ASC-R4, A, B,C, D ASC-R5, A, B ASC-R6	Re-assessing all people receiving adult social care support to ensure they have a Personal Budget (as Putting People First and Dept of Health require)
14		Establish and implement new arrangements for Support Planning and Brokerage	Apr '11	Sep '11	9, 10, 11	Reviewing the current arrangements and develop new arrangements, including using the Voluntary Sector
15	Personalisation of Adult Social Care	EMarketplace goes live	Feb '11	Feb '11		Emarketplace is a system where service users and carers can browse for potential services they may wish to access to meet their care needs and identify what's available, how much for and to help them buy. Also usable by self funders or other public agencies in Leicester
16		30% of eligible social care services users/carers using Personal Budgets	Ongoing	Apr '11		This is going to be achieved, and is a Putting People First target
17		70% of eligible social care services users/carers using Personal Budgets	Ongoing	Apr '12	16, 13	Stage target to ensure 18 can be achieved
18		100% of eligible social care services users/carers using Personal Budgets	Ongoing	Apr '13	17, 13	This is a Putting People First target and Dept of Health requirement
19		Move all people from in-house services closing onto Personal Budgets and implement support plans that address their needs	Apr '11	Sep '11	13 ASC-R6	Providing true choice and control to service users and carers

20		Implement Personal Budgets across Employment, Care and Housing services for Older and Disabled People, implementing the Right to Control	Ongoing	Dec '12		Leicester is a Right to Control trailblazer for Office of Disability Issues, with the LA the lead, working in partnership with DWP, Jobcentre Plus, LCIL, Access to Work, and Independent Living Fund
21	In House Services	Develop business cases for each of the in-house services, identifying options and costs	Ongoing	Mar '11		
22		Seek decisions on the options to be taken forward for each in-house service and mandate to proceed	Apr '11	Apr '11	21	
23		Public and other consultation over the in-house services and options for the future	Feb '11	Jun '11	21, 22	Consultation includes discussions about the options and on the decisions reached
24		Stop service users from starting long term in at risk in house services	Mar '11	Mar '11	21 ASC-R2	Stopping new admissions into services that may close or change to reduce the impact in the event of changes/closures
25		Plan for and implement that changes to in-house services	Jun '11	Sep '11	22, 23	Ensuring all clients are re-assessed and provided support in exercising their support into new services
26		Undertake an organisational review of in-house services	Jun '11	Sep '11	22, 23	Ensuring the in-house services are resourced and aligned to the changing services, this includes changes to develop increased capacity and functionality for Reablement and Intermediate Care

27		Close/migrate/transform in-house services inc 2 residential care homes, and reducing day care, meals on wheels, and re-developing LD day services around Hastings Road	Sep '11	Sep '11	25, 26, 20 ASC G1,A,B,C, D,E ASC G3,A,B	People accessing these services will be supported onto personal budgets under action 20
28		Repeat 22 to 27 with further adjustments to in-house services	Nov '11	Jun '12	21, 23, 27	Closing 2 further residential care homes, meals on wheels, and closing non-LD day services
29		Repeat 22 to 27 with further adjustments to in-house services	Nov '12	Jun '13	21, 23, 27	Closing 2 further residential care homes
30		Developing re-ablement and intermediate care to support the prevention and early-intervention approach, transforming 2 residential care homes and other in-house services	Mar '11	Mar '12	21, 12 ASC-R3,B,C ASC-R4,B,C ASC-R6 ASC-G2 ASC-G4 ASC-G5 ASC-G6	Putting People First has a strong emphasis on reducing costs through one off interventions and short term support to help people regain or become independent. Includes use of Advice and Information, Community and One Off Equipment, Housing Related Support and Assistive Technology as well as other interventions, jointly planned and delivered with NHS
31	Asset manag'ment	Identify options and opportunities for developing new assisted or other housing options	Ongoing	May '11		Options for schemes are being identified in conjunction with internal and external resources.
32		Develop additional housing options to meet the targets and to provide choice and options for people	May '11	Onwards	37	providing other assisted housing options (inc supported, assisted and extra care housing), which support greater independence.

33		Identify people, following re-assessment, who are both capable of and would be best suited by alternatives to residential care and working with them to utilise alternatives including personal budgets	Mar '11	Onwards	13 ASC-R1 ASC-R1B ASC-R1C ASC-R1D ASC-R1E ASC-R5 ASC-R5A	Mostly through avoiding new admissions and through re-assessing peoples needs.
34		Reduce the number of long term residential placements by 361, increasing the use of other housing options by 209	Apr '11	Apr '12	13, 20, 32, 33	
35		Further reductions in the number of long term residential placements and increased use of other housing options	Apr '12	Apr '13	13, 20, 32, 33	
36		Further reductions in the number of long term residential placements and increased use of other housing options	Apr '13	Apr '14	13, 20, 32, 33	
37	Commissioning	Development of Commissioning strategies and implementation Plans	Ongoing	Jun '11		
38		Agreeing Learning Disability and Mental Health Implementation plans with partners	Ongoing	Mar '11		Agreement with LDPF, PCT, LPT and others

39	Write Dementia strategy with County and PCT, with LCC specific strategy aligned to this	Ongoing	Feb '11		Sign off with PCT and LLR by the end of March
40	Write joint Prevention and Early Intervention Strategy with partners, with LCC specific strategy aligned to this	Ongoing	Feb '11	30 ASC-R3,B,C ASC-R4,B,C ASC-R6 ASC-G4 ASC-G5 ASC-G6	Sign off with PCT and other relevant partners by the end of March Includes use of Advice and Information, Community and One Off Equipment, Housing Related Support and Assistive Technology
41	Write draft Transport strategy with partners	Feb '11	Mar '11		Sign off by the end of April
42	Write Older Peoples and Physically Disabled Strategies with partners, with LCC specific strategy aligned to this	Mar '11	May '11		Sign of by the end of May
43	Implement the commissioning strategies	Apr '11	Apr '12	37 to 42	
44	Re-assess the needs of the population in Leicester, and the priorities for service delivery	Sep '11	Jan '12	43	
45	Organisational Review to establish ongoing commissioning roles and staff to meet the expectations	Feb '11	May '11		Joint commissioning with PCT, with links to corporate commissioning put in place.

46		Review and revise the commissioning strategies	Apr '12	Sep '12	43, 44	Including developing and undertaking the implementation plans and revising the targets for asset management, in-house services, contracting and procurement and personalisation.
47		Review and revise the commissioning strategies	Apr '13	Sep '13	46	
48	Contracting and Procurement	Simplifying the Direct Payments process	Ongoing	Mar '11	9, 14	Making the process much simpler for people to access direct payments and to make them quicker to set-up
49		Developing new personal budget options including Individual Service Funds and improving Managed Service Budgets	Ongoing	Mar '11	9, 14,	
50		Review all existing contracts against the commissioning intentions and personal budgets	Feb '11	Mar '11	37	Every contract to be assessed against the contribution to the personalisation and prevention/early intervention of services
51		Develop market to introduce new and changed providers to produce personalised services	Feb '11	Sep '11		
52		Develop micro-market providers (very small) in the community	Ongoing	Mar '11	51	GOEM funded project, supports community development
53		Support the development of community, VCS and micro-market providers to develop to support personalisation and to provide choice and control	Feb '11	Sep '11	51 ASC-R3,A,B,C ASC-R4,A,B,C ASC-G3,A,B	Includes providing small grants to such providers to assist in their development

54		Develop a detailed procurement plan to de/re commission all existing contracts to support the commissioning strategies	Mar '11	Apr '11	50 ASC-R3,A,B,C ASC-R4,A,B,C	Includes all VCS and independent sector and in-house services
55		Implement of new procurement model to meet the plan	Apr '11	Ongoing	54	Includes Value for Money, and the introduction of personalised type services, travel training specialist advice etc
56	Infrastructure	Develop new Information and advice services to support decision making by people under choice and control	Jan '11	Jun '11	40, 20 ASC-R3,A,B,C ASC-R4,A,B,C	Includes developing universal services, linking to Right to Control, emarketplace and developing new options and approaches to providing information directly, through staff and through other agencies. Eg Disabled Go
57		Comms & Engagement: Developing an integrated approach to consulting, engaging and communicating across all stakeholders and across all workstreams	Feb '11	Jun '11		Links
58		Technology: Undertake a pilot for mobile working with Social Workers	Apr '11	Sep '11		To reduce the long term costs and increase efficiencies Testing with 100 Social Workers
59		Technology: Review the impact of mobile working	Sep '11	Dec '11	58	
60		Technology: Plan and implement mobile working for all social workers	Jan '12	Dec '13	59	Includes looking at office accommodation, homeworking and hot desking
61		CareFirst: Develop business case and specification for CareFirst	Feb '11	Aug '11		Applies to both Childrens and Adults Social Care, required for legal purposes

62		CareFirst: Carefirst replacement procurement exercise	Aug '11	Jul '12	61	OJEU procurement exercise
63		CareFirst: CareFirst replacement Implementation	Jul '12	Mar '13	62	
64		Human Resources	Jan '11	Ongoing		HR are co-ordinating and supporting organisational reviews and workforce development throughout the transformation

2014 Strategy Transformation Workstreams for 2014

Workstream	Lead	Key Activities
Financial and Performance Management	Rod Pearson/Tracie Rees	To set financial and performance targets (financial, performance and activity related) and monitoring approaches to ensure the 2014 strategy implementation is on target
Pathways	Helen Coombes	To develop care pathway and customer journey that delivers the strategic objectives in a safe and effective way

		(Replaces the New Customer Journey Project)
Asset Management/Supported Living	Mary McCausland	To review all current ASC assets to assess and progress most efficient and cost effective options to contribute to achieving required ASC 2014 strategy outcomes
In-House Service	Ruth Lake	To develop an in-house business case that responds to the known commissioning intentions of key customers (notably LCC, NHS and individuals with personal budgets)
Human Resources	Michelle Gordon, HR Business Partner	To co-ordinate an HR and workforce development plan to deliver the overarching staffing changes required
Commissioning	Tracie Rees	To provide assurance that commissioning strategies and contractual processes are delivering against the ASC transformation & redesign programme (Linked to Market Shaping Project)
Contracting and Procurement	Tanya Sheehan/Nicola Hobbs	To focus on matching contracting priorities and arrangements to meet the commissioning intentions
Communications and Engagement	Helen Coombes	To co-ordinate the communications and engagement activity undertaken and ensure that all stakeholders are properly engaged and only asked once

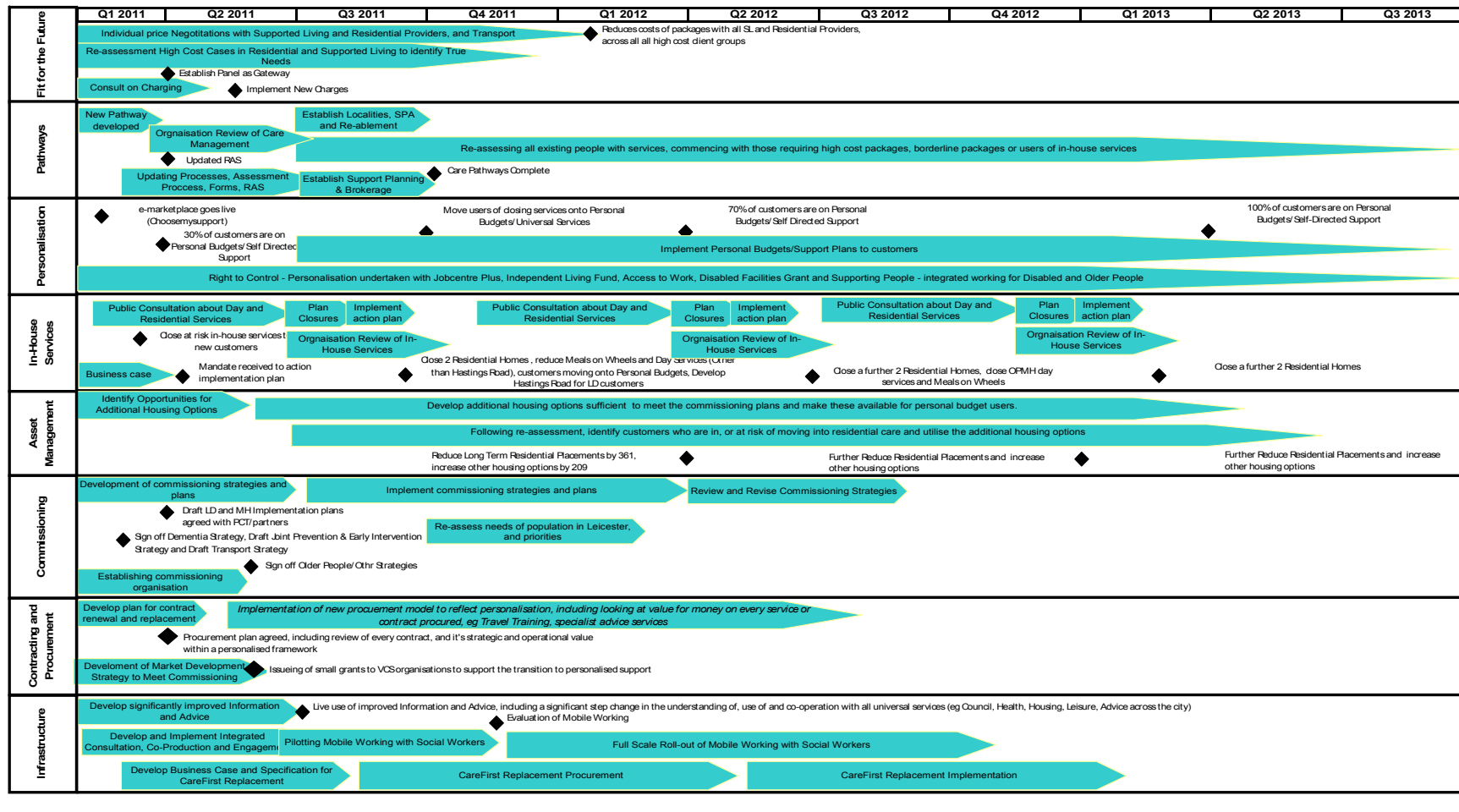
4.1 Further workstreams are required to support the implementation of the 2014 strategy through infrastructure or other enabling projects, necessary for the 2014 strategy to be delivered.

Other Transformation Workstreams for 2014

Workstream	Lead	Key Activities
Fit for the Future	Jane Boulton	To deliver efficiencies through targeted activities on reviewing cases, reducing care

		package sizes to that necessary and achieving better value for money through negotiation with providers (using the Care Funding Calculator)
Right to Control	Jonathan Hill	To deliver integrated processes and working across the housing, employment and care agencies for disabled people. This project is a national trailblazer and must meet the requirements of the Office of Disability Issues by 12 th Dec 2012.
Carefirst System Replacement	TBC	To develop the specification and develop the funding model for replacing the social care system to enable meeting the needs of ASC into the future
Transport Review	Justin Hammond	Review the expenditure and processes for transport and develop methods of reducing the spend on such services.
Mobile Working	Raj Adatia	To develop pilots and then the role out of mobile working for adult social care workers
eMarketplace	Raj Adatia	To procure and implement an electronic marketplace system to enable people with personal budgets to identify and buy the services they require
Micro-markets	Ranjan Ravat	To develop micro-markets (small community) providers to support the development of the personal budgets in Leicester.
Performance Dashboard	Janet Berry	To develop and implement an electronic dashboard linked to the council's systems to enable a dashboard of performance to be available to managers in ASC, allowing the

		drilling down to a detailed level.
Accreditation	Ranjan Ravat	To develop an accreditation scheme to enable people with personal budgets to identify whether a provider is suitable to use. This is necessary to support the emarketplace and the rollout of personal budgets.
Programme Management Office	Sophia Chaudhry	To develop processes to monitor and track progress on the transformational workstreams, and to provide training and advice to enable workstreams to meet the requirements on them.



**Budget Equality Impact Assessment
Strategic Commissioning Adult Social Care
Closure Proposal**

Visamo Day Centre

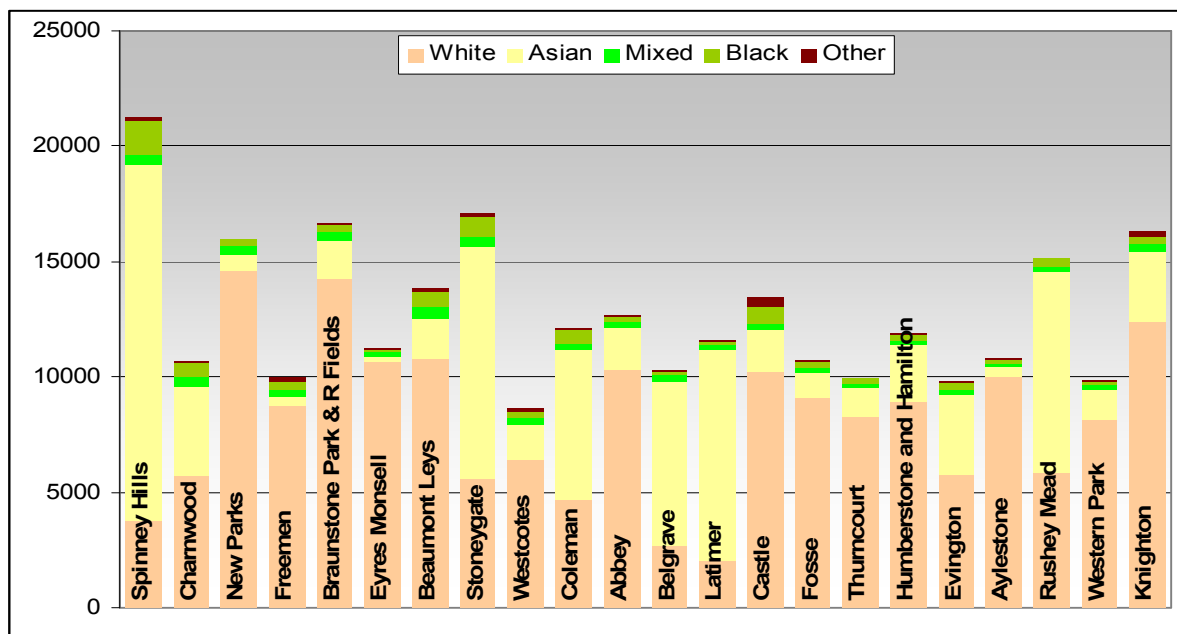
This EIA is conducted as part of budget proposal plans and does not replace more detailed work that would be needed with each unit should proposals go ahead.

Race equality	<p>Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?</p>
	<p>Your assessment of impact/risk:</p> <p>This service caters for Asian service users aged over 65 who are assessed as in either substantial or critical need, as defined by the FAQs criteria.</p> <p>Visamo is a day centre for older people with mental health issues. The service provides support to service users and their carers.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <ul style="list-style-type: none"> • Raising awareness of proposal with current service users, families and carers to determine level of support need in transition period • Work with care management to ensure reviews are carried out within agreed timescales and identify alternative provision to meet their needs • Effective management of referrals in the interim period to prevent further placements • Increase the use of individual budgets and work with service users/carers to raise their awareness of what alternatives are available • Increase awareness of the e-market • Build links with the independent sector and commissioning colleagues to ensure the market can respond to the needs presented <p>Promote new market initiatives such as supported living or extra care that incorporate social opportunities into their support package</p>

	<p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p> <p>Your assessment of impact/risk:</p> <p>Yes this service is located in a predominantly Asian community and serves this community.</p> <p>There will need to be extensive consultation with service users, staff, carers, the wider community and other specialist agencies such as Adhar and the Alzheimer's Society for instance to determine the extent of this impact.</p>
Gender equality	<p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p> <p>Your assessment of impact/risk:</p> <p>This service is not a gender specific service. The service user group reflects the older population (more female than male service users) but otherwise there is no specific impact.</p> <p>However, it is important to note that there could be an impact on informal carers, who are predominantly female. This will need further exploration as part of the planned consultation process.</p> <p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>Identification of carer group and their specific needs to take place during transition.</p>
Disability equality	<p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p> <p>Your assessment of impact/risk</p> <p>Yes, all service users accessing this service have mental health issues. There is also a large proportion with physical disability/frailty.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <ul style="list-style-type: none"> • Raising awareness of proposal with current service users, families and carers to determine level of support need in transition period • Work with care management to ensure reviews are carried out within agreed timescales and identify alternative provision to meet their needs

	<ul style="list-style-type: none"> • Effective management of referrals in the interim period to prevent further placements • Increase the use of individual budgets and work with service users/carers to raise their awareness of what alternatives are available • Increase awareness of the e-market • Build links with the independent sector and commissioning colleagues to ensure the market can respond to the needs presented • Links with carer support agencies to be formed. •
Community Cohesion	<p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p>Your assessment of impact/risk</p> <p>It is not felt that this decision would impact upon community cohesion, however this would need to be explored further as part of the planned consultation.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>As above, this would need to be explored further</p>

Ethnic composition of the population by ward



Budget Equality Impact Assessment Strategic Commissioning Adult Social Care Closure Proposal

Douglas Bader Day Centre

This EIA is conducted as part of budget proposal plans and does not replace more detailed work that would be needed with each unit were proposals to go ahead.

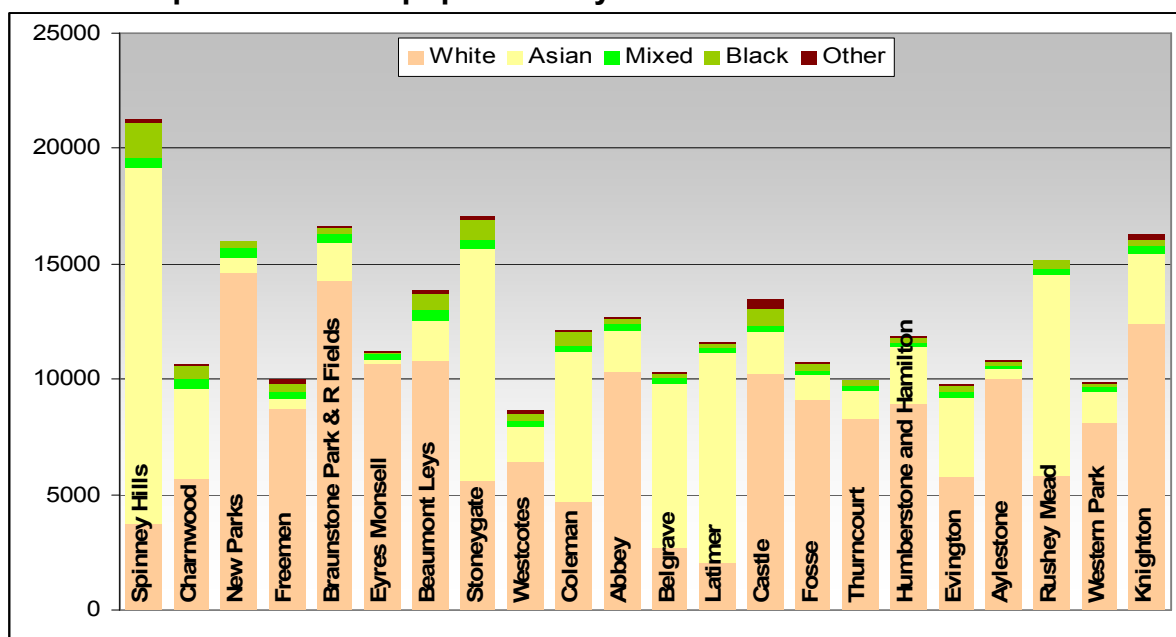
Race equality	Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?
	<p>Your assessment of impact/risk:</p> <p>Douglas Bader day centre has a service user group that are reflective of the local population so among the main group there is no specific impact identified although this will require further exploration.</p> <p>However, the Pukaar group are a group of Asian women who have met as a group facilitated by Douglas Bader staff. They have met at two venues in the city (St Albans and Belgrave Rd Neighbourhood Centre) until Dec 2010 when they moved back to Douglas Bader. This was part of a</p>

	<p>planned review of the group's support needs that was to happen separately to the budget proposals.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <ul style="list-style-type: none"> • Raising awareness of proposal with current service users, families and carers to determine level of support need in transition period • Work with care management to ensure reviews are carried out within agreed timescales and identify alternative provision to meet their needs • Effective management of referrals in the interim period to prevent further placements • Increase the use of individual budgets and work with service users/carers to raise their awareness of what alternatives are available • Increase awareness of the e-market • Build links with the independent sector and commissioning colleagues to ensure the market can respond to the needs presented • Promote new market initiatives such as supported living or extra care that incorporate social opportunities into their support package • Specific consultation with the Pukaar group.
	<p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p>
	<p>Your assessment of impact/risk:</p> <p>No specific impact noted although this may be identified as part of planned consultation.</p>
<p>Gender equality</p>	<p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p> <p>Your assessment of impact/risk:</p> <p>This service is not a gender specific service. The service user group reflects the population, there is no specific impact.</p> <p>However, it is important to note that there could be an impact on informal carers, who are predominantly female. This will need further exploration as part of the planned consultation process.</p> <p>If there is a negative impact, what can be done to reduce</p>

	<p>or remove the negative impact?</p> <p>Identification of carer group and their specific needs to take place during transition.</p> <p>Links with carers support agencies to be formed.</p>
<p>Disability equality</p>	<p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p>
	<p>Your assessment of impact/risk</p> <p>This is a service that provides day care to people under age 65 (at point of referral) whose primary disability is either physical or sensory. In addition to this there are a number of service users (approx 1 in 9) who have mental health issues and approx 1 in 10 also have learning disability.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <ul style="list-style-type: none"> • Raising awareness of proposal with current service users, families and carers to determine level of support need in transition period • Work with care management to ensure reviews are carried out within agreed timescales and identify alternative provision to meet their needs • Effective management of referrals in the interim period to prevent further placements • Increase the use of individual budgets and work with service users/carers to raise their awareness of what alternatives are available • Increase awareness of the e-market • Build links with the independent sector and commissioning colleagues to ensure the market can respond to the needs presented • Promote new market initiatives such as supported living or extra care • Work with specific agencies such as LCIL
<p>Community Cohesion</p>	<p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>
	<p>Your assessment of impact/risk</p> <p>It is not felt that this decision would impact upon community cohesion, however this would need to be explored further as part of the planned consultation.</p>

	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>As above, this would need to be explored further</p>

Ethnic composition of the population by ward



Budget Equality Impact Assessment Strategic Commissioning Adult Social Care Closure Proposal

Martin House/Nia Day Centre

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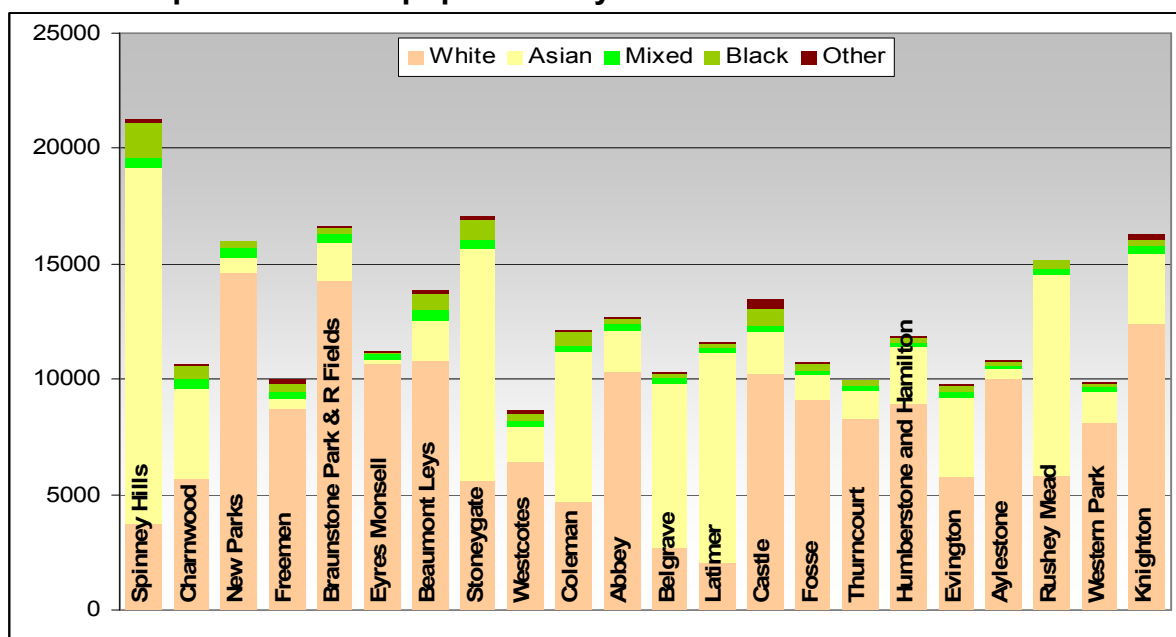
Race equality	Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?
	<p>Your assessment of impact/risk:</p> <p>This proposal will impact on White and African-Caribbean users.</p> <p>From March 1st 2011 Martin House and Nia day centres will be merged and run from Martin House. This merger has been planned over a long period of time and separately to the budget proposals.</p> <p>Martin House is a day care service for a predominantly White European service user group although more recently a small number of Asian and African-Caribbean service users have started attending Martin House.</p>

	<p>Nia day centre has provided a service to African-Caribbean service users that has reduced in size due to a reduction in referrals. The remaining 9 service users have been gradually introduced to Martin House and have spent Thursdays there for a number of months.</p> <p>The staff group have worked across the centres to enable the transition to be smoother- this is a staff group that is reflective of the local community.</p> <p>This is a service that provides day care to older people with mental health issues.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <ul style="list-style-type: none"> • Raising awareness of proposal with current service users, families and carers to determine level of support need in transition period • Work with care management to ensure reviews are carried out within agreed timescales and identify alternative provision to meet their needs • Effective management of referrals in the interim period to prevent further placements • Increase the use of individual budgets and work with service users/carers to raise their awareness of what alternatives are available • Increase awareness of the e-market • Build links with the independent sector and commissioning colleagues to ensure the market can respond to the needs presented • Promote new market initiatives such as supported living or extra care that incorporate social opportunities into their support package
	<p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p>
	<p>Your assessment of impact/risk:</p> <p>No specific impact noted although this may be identified as part of planned consultation.</p>
<p>Gender equality</p>	<p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p> <p>Your assessment of impact/risk:</p>

	<p>This service is not a gender specific service. The service user group reflects the older population (more female than male service users) but otherwise there is no specific impact.</p> <p>However, it is important to note that there could be an impact on informal carers, who are predominantly female. This will need further exploration as part of the planned consultation process.</p> <p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>Identification of carer group and their specific needs to take place during consultation and planned for within the implementation.</p> <p>Links with carers support agencies to be formed.</p>
Disability equality	<p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p> <p>Your assessment of impact/risk</p> <p>Yes, all service users accessing this service have mental health issues. There is also a large proportion with physical disability/frailty.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <ul style="list-style-type: none"> • Raising awareness of proposal with current service users, families and carers to determine level of support need in transition period • Work with care management to ensure reviews are carried out within agreed timescales and identify alternative provision to meet their needs • Effective management of referrals in the interim period to prevent further placements • Increase the use of individual budgets and work with service users/carers to raise their awareness of what alternatives are available • Increase awareness of the e-market • Build links with the independent sector and commissioning colleagues to ensure the market can

	<p>respond to the needs presented</p> <ul style="list-style-type: none"> • Work with appropriate organisations to support and advocate for clients and carers
Community Cohesion	<p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>
	<p>Your assessment of impact/risk</p> <p>It is not felt that this decision would impact upon community cohesion. However this would need to be explored further as part of the planned consultation.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>As above, this would need to be explored further and action taken if any negative implications are identified</p>

Ethnic composition of the population by ward



Budget Equality Impact Assessment Strategic Commissioning Adult Social Care Closure Proposal

Learning Disability Day Services

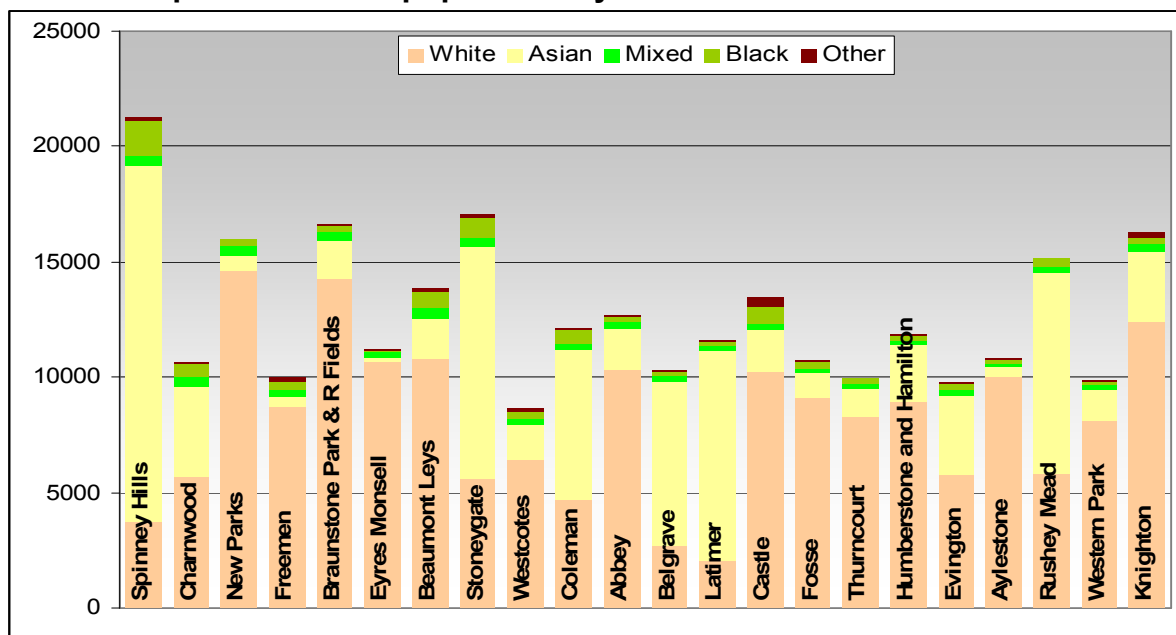
This EIA is conducted as part of budget proposal plans and does not replace more detailed work that would be needed with each unit should proposals go ahead.

Race equality	Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?
	Your assessment of impact/risk: Learning Disability Day Services provide day services to all adults with learning disabilities where this need is identified following assessment under FACs criteria. There are no culturally specific services and the referrals reflect a broad range of white and BME communities. There is no specific impact identified but this will need further exploration as part of the planned consultation.
	If there is a negative impact, what can be done to reduce or remove the negative impact? At this stage, no race equality impact is identified , but should any specific impact be identified during consultation,

	<p>this will need to be addressed</p>
	<p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p>
	<p>Your assessment of impact/risk:</p> <p>No specific impact noted although this may be identified as part of planned consultation.</p>
Gender equality	<p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p>
	<p>Your assessment of impact/risk:</p> <p>This service is not a gender specific service. The service user group reflects the population, there is no specific impact.</p> <p>However, it is important to note that there could be an impact on informal carers, who are predominantly female. This will need further exploration as part of the planned consultation process.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>Identification of carer group and their specific needs to take place during transition.</p> <p>Links with carers support agencies to be formed.</p>
Disability equality	<p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p>
	<p>Your assessment of impact/risk</p> <p>This is a service that provides day care to people under the age of 65 whose primary need is learning disability. There are a number of service users who also have a physical disability or mental health issues.</p> <p>Hastings Road day Centre- caters for service users with profound and multiple disabilities. A large proportion of these service users have mobility and communication issues.</p> <p>Access All Areas- cater for service users whose behaviour</p>

	<p>presents challenges when in a group environment.</p> <p>Community Opportunities Team- have activity based groups in venues across the city and endeavour to link service users with learning disabilities with the wider community by using groups such as aerobics/sports at local community centres.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <ul style="list-style-type: none"> • Raising awareness of proposal with current service users, families and carers to determine level of support need in transition period • Work with care management to ensure reviews are carried out within agreed timescales and identify alternative provision to meet their needs • Effective management of referrals in the interim period to prevent further placements • Increase the use of individual budgets and work with service users/carers to raise their awareness of what alternatives are available • Increase awareness of the e-market • Build links with the independent sector and commissioning colleagues to ensure the market can respond to the needs presented • Promote new market initiatives such as supported living or extra care which incorporate social support within their offer • Links to service user, carer and advocacy groups to be formed via the Learning Disability Partnership Board.
<p>Community Cohesion</p>	<p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p>Your assessment of impact/risk</p> <p>It is not felt that this decision would impact upon community cohesion, however this would need to be explored further as part of the planned consultation.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>As above, this would need to be explored further</p>

Ethnic composition of the population by ward



Budget Equality Impact Assessment Strategic Commissioning Adult Social Care Closure Proposal

Arbor, Cooper, Elizabeth, Nuffield, Thurncourt Residential homes

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This EIA covers all the above units, which are broadly similar in nature and in their client groups.

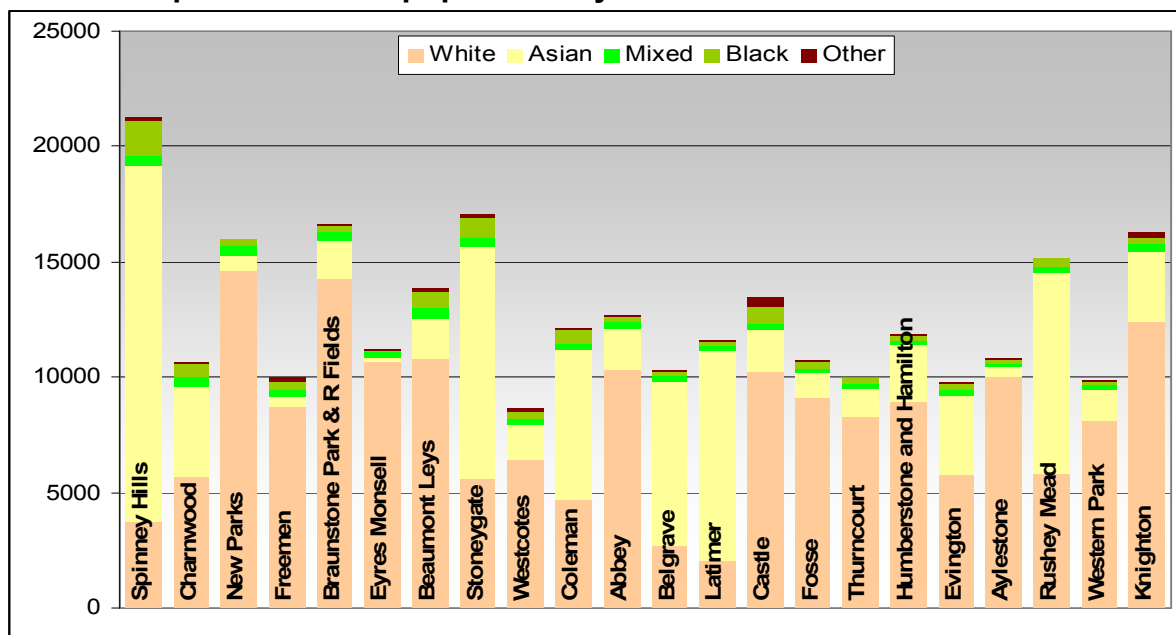
Race equality	Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?
	Your assessment of impact/risk: These services cater to white European, and people from a range of BME communities, people aged over 65 assessed as either substantial or critical need, as defined the FAQs criteria
	If there is a negative impact, what can be done to reduce or remove the negative impact?

	<ul style="list-style-type: none"> • Raising awareness of proposal with current residents, families and carers to determine level of support need in transition period • Work with care management to ensure reviews are carried out within agreed timescales that identify alternative provision to meet their needs • Effective management of referrals in the interim period to prevent further permanent admissions • Increase the use of direct payments to enable people to remain in their own home • Increase the use of individual budgets – as above • Increase awareness of the e-market • Build links with the independent and commissioning colleagues to ensure the market can respond • Develop new market initiatives such as supported living or extra care
	<p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p>
	<p>Your assessment of impact/risk:</p> <p>This has been identified as possible and will be explored further as part of the consultation. The services are spread across the city.</p> <p>There will need to be extensive consultation with service users, staff, carers, the wider community and other specialist agencies such as the Alzheimer’s Society.</p>
<p>Gender equality</p>	<p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p> <p>Your assessment of impact/risk:</p> <p>These services are not gender specific and the split of male/female broadly reflects that in the population at this age group. At this stage no specific gender impact is identified. Any possible impact will be explored as part of the consultation.</p> <p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>This will be explored if a negative impact is identified during consultation.</p>
<p>Disability equality</p>	<p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across</p>

	<p>the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p> <p>Your assessment of impact/risk</p> <p>This proposal would have an impact upon those who are disabled currently residing within these services. This will be explored further as part of the consultation. It is likely that for some the impact is positive, for example a move to a supported housing option. For some there may be a negative impact from the change process / move to another setting.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <ul style="list-style-type: none"> • Raising awareness of proposal with current residents, families and carers to determine level of support need in transition period • Work with care management to ensure reviews are carried out within agreed timescales that identify alternative provision to meet their needs • Effective management of referrals in the interim period to prevent further permanent admissions • Increase the use of direct payments to enable people to remain in their own home • Increase the use of individual budgets – as above • Increase awareness of the e-market • Build links with the independent and commissioning colleagues to ensure the market can respond • Develop new market initiatives such as supported living or extra care • Establish contact with relevant support groups / advocacy groups who could assist the change process
<p>Community Cohesion</p>	<p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p>Your assessment of impact/risk</p> <p>It is not felt that this decision would impact upon community cohesion; however this would need to be explored further through the consultation process</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>As above, this will be explored further if any negative impact is identified through full consultation</p>

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Ethnic composition of the population by ward



Budget Equality Impact Assessment Strategic Commissioning Adult Social Care Closure Proposal

Herrick Lodge

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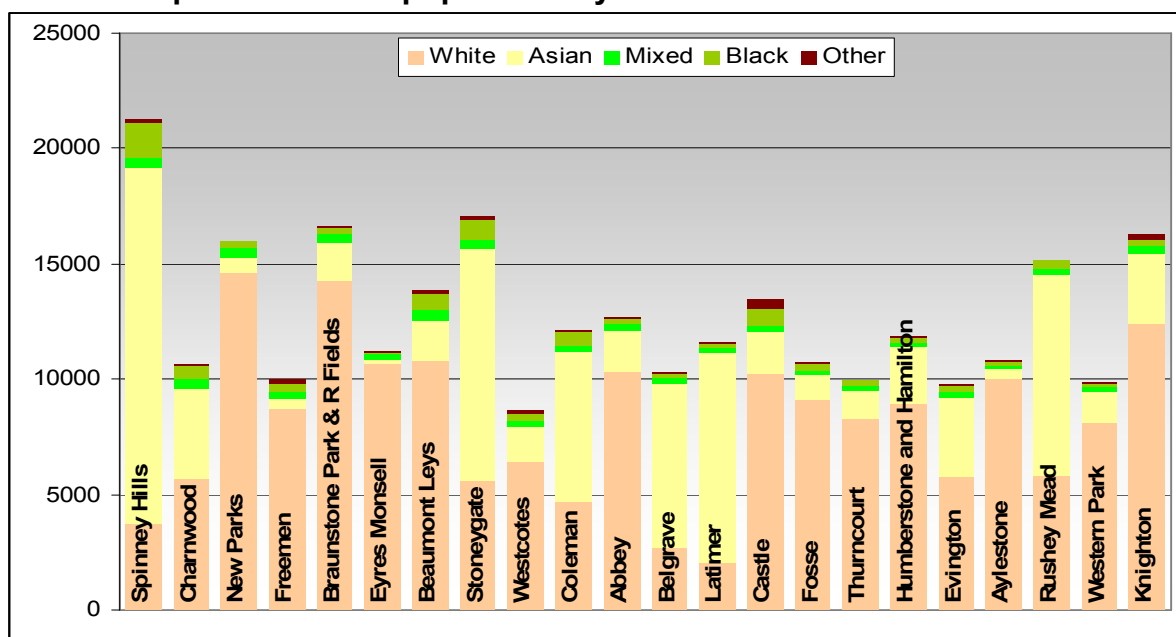
This EIA is completed separately to other EPH's given the specific nature of the client group.

Race equality	Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?
	<p>Your assessment of impact/risk:</p> <p>Yes as this service caters to predominantly Asian people aged over 65 assessed as in either substantial or critical need, as defined the FAQs criteria.</p> <p>There are 4 non-BME clients whose individual needs should not be overlooked in the focus on the BME equality impact.</p> <p>Herrick is a residential home for older people</p>
	If there is a negative impact, what can be done to reduce or remove the negative impact?

	<ul style="list-style-type: none"> • Raising awareness of proposal with current residents, families and carers to determine level of support need in transition period • Work with care management to ensure reviews are carried out within agreed timescales that identify alternative provision to meet their needs • Effective management of referrals in the interim period to prevent further permanent admissions • Increase the use of individual budgets to enable people to remain as independent as possible and in their own home • Increase the use of individual budgets – as above • Increase awareness of the e-market • Build links with the independent and commissioning colleagues to ensure the market can respond to presented needs • Develop and promote new market initiatives such as supported living or extra care
	<p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p>
	<p>Your assessment of impact/risk:</p> <p>Yes this service is located in a predominantly Asian community and serves this community although the number of individuals affected is low.</p> <p>There will need to be extensive consultation with service users, staff, carers, the wider community and other specialist agencies such as Adhar and the Alzheimer’s Society for instance to determine the level of this impact.</p>
<p>Gender equality</p>	<p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p> <p>Your assessment of impact/risk:</p> <p>These services are not gender specific and the split of male/female broadly reflects that in the population at this age group. At this stage no specific gender impact is identified. Any possible impact will be explored as part of the consultation.</p> <p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>This will be explored if a negative impact is identified during consultation.</p>

<p>Disability equality</p>	<p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p> <p>Your assessment of impact/risk</p> <p>This will be explored further as part of the consultation. It is likely that for some the impact is positive, for example a move to a supported housing option. For some there may be a negative impact from the change process / move to another setting.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <ul style="list-style-type: none"> • Raising awareness of proposal with current residents, families and carers to determine level of support need in transition period • Work with care management to ensure reviews are carried out within agreed timescales that identify alternative provision to meet their needs • Effective management of referrals in the interim period to prevent further permanent admissions • Increase the use of direct payments to enable people to remain in their own home • Increase the use of individual budgets – as above • Increase awareness of the e-market • Build links with the independent and commissioning colleagues to ensure the market can respond • Develop new market initiatives such as supported living or extra care • Establish contact with appropriate agencies who could offer support and advocacy
<p>Community Cohesion</p>	<p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p>Your assessment of impact/risk</p> <p>It is not felt that this decision would impact upon community cohesion; however this would need to be explored further through the consultation process</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>As above, this will be explored further if any negative impact is identified through full consultation</p>

Ethnic composition of the population by ward



Budget Equality Impact Assessment Strategic Commissioning Adult Social Care

Meals on Wheels service

<p>Race equality</p>	<p>Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?</p>
	<p>Your assessment of impact/risk:</p> <p>The Meals on Wheels service is accessible to all communities within the City.</p> <p>The impact of the reduction or decommissioning in total of the service may result in:</p> <ul style="list-style-type: none"> • Reduce social inclusion • Increased risk of malnutrition • Increase risk of obesity • Increased risk of associated health conditions requiring health service intervention • Increase in non-notifiable safe guarding issues • Increase in risk of food hygiene safety • Limitations on choice of meal types • Reduce accessibility to cultural service • Lack of service provision due to lack of market engagement related to geographical location
	<p>If there is a negative impact, what can be done to reduce</p>

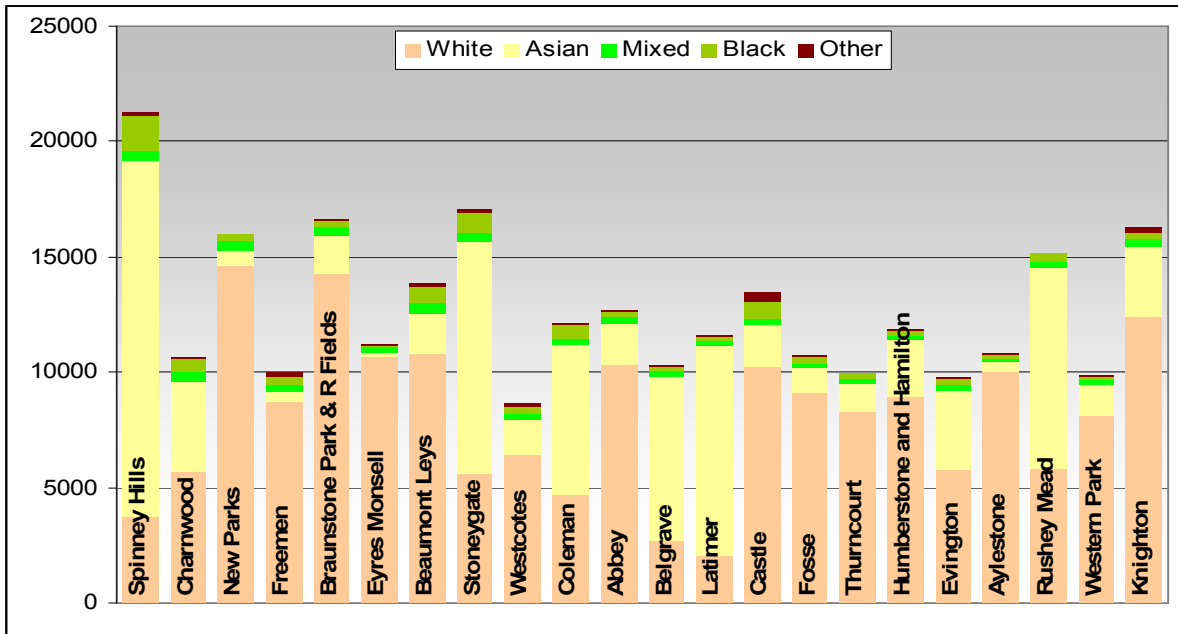
	<p>or remove the negative impact?</p> <ul style="list-style-type: none"> • Increase the use of direct payments • Increase the use of individual budgets • Increase awareness of the e-market • Develop existing markets • Develop new market initiatives <p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p> <p>Your assessment of impact/risk:</p> <p>Yes, dependent upon the geographical location of new service provision and the communities it will serve.</p>
Gender equality	<p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p> <p>Your assessment of impact/risk:</p> <p>The Meals on Wheels service is accessible to all regardless of gender within the City</p> <p>The impact of the reduction or decommissioning in total of the service may result in:</p> <ul style="list-style-type: none"> • Reduce social inclusion • Increased risk of malnutrition • Increase risk of obesity • Increased risk of associated health conditions requiring health service intervention • Increase in non-notifiable safe guarding issues • Increase in risk of food hygiene safety • Limitations on choice of meal types • Reduce accessibility to cultural service • Lack of service provision due to lack of market engagement related to geographical location <p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <ul style="list-style-type: none"> • Increase the use of direct payments • Increase the use of individual budgets • Increase awareness of the e-market • Develop existing markets • Develop new market initiatives
Disability equality	<p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)?</p>

	<p>If yes, who will be affected and how will they be affected?</p> <p>Your assessment of impact/risk</p> <p>The Meals on Wheels service is accessible to all communities within the City.</p> <p>The impact of the reduction or decommissioning in total of the service may result in:</p> <ul style="list-style-type: none"> • Reduce social inclusion • Increased risk of malnutrition • Increase risk of obesity • Increased risk of associated health conditions requiring health service intervention • Increase in non-notifiable safe guarding issues • Increase in risk of food hygiene safety • Limitations on choice of meal types • Reduce accessibility to cultural service • Lack of service provision due to lack of market engagement related to geographical location
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <ul style="list-style-type: none"> • Increase the use of direct payments • Increase the use of individual budgets • Increase awareness of the e-market • Develop existing markets • Develop new market initiatives
<p>Community Cohesion</p>	<p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p>Your assessment of impact/risk</p> <p>The impact of the reduction or decommissioning in total of the service may result in:</p> <ul style="list-style-type: none"> • Reduce social inclusion • Increased risk of malnutrition • Increase risk of obesity • Increased risk of associated health conditions requiring health service intervention • Increase in non-notifiable safe guarding issues • Increase in risk of food hygiene safety • Limitations on choice of meal types • Reduce accessibility to cultural service • Lack of service provision due to lack of market engagement related to geographical location
	<p>If there is a negative impact, what can be done to reduce</p>

	<p>or remove the negative impact?</p> <ul style="list-style-type: none">• Increase the use of direct payments• Increase the use of individual budgets• Increase awareness of the e-market• Develop existing markets• Develop new market initiatives
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- Increase the use of direct payments
- Increase the use of individual budgets
- Increase awareness of the e-market
- Develop existing markets
- Develop new market initiatives

Ethnic composition of the population by ward



Appendix 3

Intermediate Care/reablement

1. Purpose

To provide an overview of the strategy and plans to integrate with health and expand intermediate care and reablement services in the city which will support the delivery of ASC redesign and budget reductions

2. Background

Intermediate Care can be defined as a short term intervention aimed at supporting timely discharge and preventing unnecessary admission to hospital with intervention normally limited to 6 weeks. ASC currently provides intermediate care beds at Brookside Court.

Reablement is a specific approach in home care, focused on developing confidence and (re) learning self-care skills, thereby increasing independence and reducing longer term support needs. Providing equipment, such as rails or special cutlery, to use at home is an important part of reablement. ASC has already shifted the majority of its traditional home care services into a reablement model and provides a service to the three main hospital sites to facilitate early discharge.

The NHS separately provides bed based intermediate care services in the City but is still having to use county community hospitals to cope with demand. Its community health services also have a limited rapid response service for people living in the city.

3. Leicester City Approach

In autumn, additional funding was announced in the NHS Operating Framework for the NHS to work with local councils and agree joint plans to expand intermediate care and reablement services over the next 3 years. ASC has worked closely with the primary care trust and other NHS providers locally to analyse data, consider best practice and review the current financial investment across the city. This has identified that for both the primary care trust and ASC there is an urgent need to expand and integrate the various elements of intermediate care and reablement services currently available. This will include an increase in building based intermediate care and expanding reablement to community service users, preventing avoidable hospital admissions and responding to crisis with a joint health and social care rapid response team that operates on a 24hour basis.

The additional funding to develop these services is received through the NHS and local areas are required to put in place formal joint governance and performance management arrangements to monitor spend and delivery. The primary care trust and ASC have agreed the establishment of an Integrated Intermediate Care and Reablement Strategy Group, reporting into the respective senior decision making boards in each organisation. This group will deliver and have received approval for implementation the following

- Integrated Intermediate Care and reablement commissioning strategy across health and social care
- Specification for each element of the strategy, supported by a financial model
- Implementation plan with phasing from 1st April 2011
- Engagement of key stakeholders and identification of interfaces with other programme such as the frail older people pathway

4. Implications for ASC

The outline of the strategy which is currently been developed has two main elements that need progressing urgently, an increase in intermediate care beds and expansion of the existing reablement service to take referrals from community service users to prevent admission to hospital and reduce costs of care packages. The specification of each element will set out exact numbers of beds required in the city, and the number of community users anticipated to require reablement.

Over the next year ASC will start to look at re training existing staff to work in intermediate care and reablement services. The use of in house bed vacancies for short term/respite in specific homes will help prepare staff for a shift to intermediate care. Other in house staff in residential and day care will be actively offered opportunities to undertake training and work experience in the current reablement and intermediate care services.

5. Conclusion

The integration of intermediate care and reablement services with health into a single pathway and the expansion into community services is a critical element of ASC and NHS efficiency and improved outcomes strategy. Additional funding available through the NHS offers an opportunity to redesign our current service, improve it and use our current investment more effectively. The completion of the strategy and specification by the 31st March 2011, supported by an agreed joint financial model and implementation plan will enable ASC to identify exactly how many existing staff will be with additional training undertake new roles within the in house division.

Appendix 4

Extra Care Housing

1. Purpose

To provide an overview of the availability of Extra Care Housing to support the delivery of the ASC budget reductions.

2. Background

The majority of people do not want to move into residential care, and want to remain independent in their own homes. In the past people have been moved prematurely into residential care, rather than into supported housing living options or Extra Care Housing schemes.

Whilst, building based Extra Care Housing schemes have proved popular in the past, the model is under national review, by the Homes & Communities Agency (HCA) due to the high unit costs of such buildings and issues around affordable rents.

However, it is possible to adopt the ethos of Extra Care, which is about providing care and support so people can live independently, within the Council's and Registered Social Landlords (RSL's) housing stock. With the greater use of assistive technology, domiciliary care and telecare, it is possible to support people in their own homes or in other building based options such as Sheltered Housing schemes, which may have not been possible previously.

3. Availability of Building Based Extra Care Schemes in Leicester

There is one Extra Care Scheme in Leicester (Danbury Gardens – 58 units) and a second due for completion in March 2011 (Wolsey Building– 63 units).

Leicester City Council has 100% nomination rights, which means people needing Adult Social Care services, can be nominated for these units.

4. Number of units required to support ASC savings

In order to achieve the target savings relating to the number of people prevented from needing residential, the Council would need to move 52 clients eligible for adult social care support into this type of accommodation by 31.3.2012. With the availability of the Wolsey Building from March 2011, and nomination rights to all 63 units, the target will be achieved 12 months ahead of schedule.

With the reduction in capital monies and uncertainties around future funding from the HCA, it is unlikely that more building based Extra Care Housing schemes will be developed in the City within the next 3 years. To achieve the Target of 272 units, this would mean a further 162 units being built.

However, as previously explained the traditional model is under review, due to the expense of developing such buildings and issues around affordability for the occupants.

As is 31/03/2010	To be 31/03/2012 Accumulative	To be 31/03/2014 Accumulative
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42 client	94 clients	272 clients
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5. Current Actions

Adult Social Care staff are working with Housing colleagues, RSL's and private providers to develop proposals for the four year local investment programme, which is looking at specific housing needs for the City.

The Council's allocations policy is also in the process of being re-aligned to ensure that it reflects the needs of Adult Social Care clients in terms of the provision of more supported accommodation.

6. Conclusion

Despite the potential lack of building based Extra Care Housing units to achieve the target savings for 2013/14, there are other means of achieving extra care living in the City. Therefore, the savings linked to preventing people from entering residential care prematurely, will be achieved.

Appendix 5

In House Residential Homes Cost Analysis

This gives a breakdown of the current costs of operating 2 in house residential homes and the expected saving from their closure, excluding redundancy costs:

Herrick Lodge
Elizabeth House

Current Cost Structure - Projected Costs for 2010/11

Herrick Lodge

Employees	696,000
Running	136,000
Income	(207,000)
Net Cost	<u>625,000</u>

Elizabeth House

Employees	743,000
Running	120,000
Income	(234,000)
Net Cost	<u>629,000</u>

Total Current Net Cost **1,254,000**

Costs During Closure Period (2011/12)

Net Running Costs (85% of current net costs)	1,066,000
Double Running Costs	689,000
Savings from reduced reliance on independent sector for respite & short term support	(55,000)
Security / Fire Alarms etc (4 months)	8,000
Disconnections, Skips, Padlocks etc	13,000
Total Costs	<u>1,721,000</u>

Costs Following Closure

Net In House Cost	0
Net Cost of External Provision	885,000
	<u>885,000</u>

On-Going Saving **369,000**

Appendix 6

Mobile Meals Briefing Note

1. Purpose

To provide members with an overview of the issue relating to the provision of Mobile Meals and the rationale for reducing the service during the next financial year (2011/12) and then closing the service by 31st March 2013.

However, during the next 12 months it is proposed that a full service review be undertaken to look at suitable alternative options for clients needing this type of service.

2. Background

Currently, all meals are purchased from an external provider. The European and Punjabi meals are regenerated and reheated up and delivered by council staff. Whereas the Gujarati and Caribbean food is freshly daily cooked and then delivered by council staff. All meals are delivered between 12.00noon and 2pm.

Due to the differences in specification and quality of meals, there have been ongoing complaints about the standard of the regenerated food, because people want freshly prepared food. Also the portion size and meal components differ significantly, which requires different transport arrangements to ensure that the food is delivered at the correct temperature, thus avoiding any health and safety issues. However, this will require greater investment in the type of delivery vans, which ultimately adds to the cost of the service.

3. Current usage of the service

Overall less people are choosing to have mobile meals, especially since the people are able to use their personal budget to choose different options. The majority choose to buy fresh ready meals, from local super markets and re-heat them at home at a time when it suits them. The delivery times have also been raised as an issue by some clients, because they do not always want to eat their main meal at midday.

The decline in the numbers has been evident for some time, with 1197 clients using the service in 2009 to 853 clients using the service in 2011.

It should also be noted that a lot of clients do not have meals delivered at the weekend, which suggest that for many there are alternative options, rather than the current mobile meals service.

4. Cost of providing the service

The total service cost for 2010/11 is £814,000 with each meal costing approximately £5.20.

However, clients are only charged £2.95, which means that every meal is subsidised by £2.25. Based on the cost of the service and the high level of subsidy, the only way to reduce costs would be to charge clients the full cost of £5.20.

5. The review process

A full review of the service is proposed to identify other models, such as an alternative retail options or community opportunities. The review process would fully explore the reasons why people are choosing not to use the mobile meals service and to provide a range of costed options for consideration.

Part of the process would also include consultation with existing clients to ensure their views are incorporated into the process.

Appendix 7

Employment Options for Staff

2. Purpose

To provide an overview of the employment opportunities for staff currently working within in house services

2. Background

Staff numbers working within residential care homes and day services will need to reduce over the duration of the implementation plan, to reflect the shift towards intermediate care and enablement services and away from care homes and building based day centres.

Previous service changes, for example when home care moved towards a re-ablement model, have identified that staff have transferrable skills that can be enhanced and refocused to new ways of working. The changes can be positive for staff and for the service – both re-ablement and the intermediate care service are excellent rated with high levels of staff satisfaction

There has been considerable staff engagement over the past three years, since Putting People First was published. Staff understand that the patterns of care will change over time, and that their roles will need to adapt.

3. Opportunities for New Roles

The reablement service needs to grow, to provide all new clients with a proactive response at the point of contact. This will include additional capacity for community support, beds for those unable to be supported at home for their reablement episode and a social enablement approach for those whose needs are centred on developing and maintaining community networks, peer contact as well as training, education or work.

This will create a number of additional posts within the existing in house service. At present, these are estimated as 60 for intermediate care / reablement (typically supporting older, physically frail people) and 30 for social enablement (supporting people with LD, mental health / physical disability). However, further work is in progress with the PCT to agree a new specification for rapid response, reablement and intermediate care, which will give more clarity on staffing requirements and phasing. This will be taken into account in developing the in house implementation plan and staffing requirements for the future.

It is also anticipated that a number of staff will be well placed to take up opportunities for employment as personal assistants, either for individuals or through group approaches. This is particularly the case for those staff working within day services, where clients will have opportunities to use personal budgets flexibly, including to pool resources to facilitate supported group sessions. It is known that the clients at some day centres would choose to meet together and to maintain their current staff team; this will be explored through a co-production approach supported by LCIL and may give rise to alternative models of service provision, for example staff managed social enterprise.

Dementia care is known to be a growth area, across services such as extra care housing, community services both mainstream and targeted and domiciliary / PA based support. In anticipation of this, staff within in house services have been supported to undergo dementia training.

7. **Known Staffing Changes**

Turnover of staff is relatively high in direct care services. This will continue during the transformation process and may accelerate if staff actively seek employment elsewhere. Turnover rates in average 20% across all grades, slightly higher at care staff level than office / support (domestic / kitchen).

The staff group is older, with an average of 45% of staff aged over 50 years. This is consistent across the management and care grades. 2 managers are over retirement age. Previous experience would indicate that when staffing reviews are conducted, older members of staff are more likely to take up opportunities for retirement or voluntary departure.

8. **Current Actions**

The need for change has been known for some time and the service has been able to plan for this in terms of staffing impacts.

Training and development in key areas is ongoing. Selected senior staff across residential and day services have undertaken Leadership in Dementia training and dementia mapping work, which promotes person centred approaches with this client group. All care staff are accessing and refreshing their dementia care training at a practice level.

Retraining of staff to deliver assessment care and reablement approaches within EPHs has commenced, to support the delivery of increased capacity in this year. This has involved staff exchanges with the current intermediate care home and dedicated support from Workforce Development.

This up-skilling will support staff in taking on new opportunities as they arise internally or externally.

Staff vacancy management is on going to reduce any future impact on permanent postholders. This has been in tandem with work to reduce agency staffing, and in finding a balance between stability of staffing and managing for future changes. However a number of posts are held on temporary contracts.

As part of the work to develop the in house business case, scoping of different models of provision is taking place, for example social enterprise and cooperative organisations.

In brief, social enterprises are businesses driven by a social purpose in which any profits are re-invested to meet that objective. The former Labour Government and the current Coalition Government was/is keen to see these develop as part of its agenda to encourage citizens take more control of their own lives, and the way communities or neighbourhoods help each other out.

It is a model being explored by other authorities and by health services. For example, in June 2010, [Blackburn with Darwen Council put forward plans to transfer remaining in-](#)

[house services to a new social enterprise that would provide services under contract from the council](#). The council argued that such an enterprise could cut costs by making savings on overheads, while driving innovation so that services better met users' needs. There has been resistance from the local UNISON branch, which expressed concerns over potential redundancies, and the plan is now on hold pending consultations.

Perceived advantages

- Based on long history of mutualism/co-operation – as witnessed by building societies, NHS Foundation Trusts, Co-operative Society, Sure Start, and Co-operative Trust Schools etc
- Usually lower unit cost per service delivered
- Specific financial benefits in contracting services in this way include service efficiencies, financial savings through council tax relief and/or VAT savings
- Greater flexibility in employing and/or contracting staff
- Can be organised by groups/communities of adults receiving social care using their direct payments to fund it, and thus take advantage of the personalisation agenda (e.g. see Collaborative Self Managed Care Report by Co-operatives UK Nov 2009 with pilots at Caring Support based in Croydon)
- Ownership and leadership from users of services and the neighbourhood/community
- Locally accountable; highly responsive to local wants and needs through membership. Membership could include all staff, people who use services, their carers and communities, and the council
- Cheaper than in-house provision as it has lower overheads and is free
- The professional service cooperative will be outcome focussed, enterprising and businesslike. It offers a real alternative to other external service providers who are driven by the need to serve shareholders, or wider organisational goals, or meet contractual terms that are not easily amended
- There is a new relationship between professional service providers and those using social care. Professional practitioners are responsible for their own practice but accountable to those receiving care and other stakeholders
- It provides space to innovate and is free of unnecessary bureaucratic constraints
- Profit/surpluses stay local - do not drain away outside, they are ploughed back into the business, or given as a bonus to staff, or else lower cost services to customers

Perceived disadvantages

- It would take time to set up and is not an immediate solution to cost pressures, rather a longer term option
- May need a “dowry” of current buildings and equipment. These would have to be held via a legal asset lock to stop them, or the realised money, from draining away from the area
- It will need support whilst developing and require a strong working relationship with council members and officers
- TUPE and pensions issues require careful handling with both individual staff and unions, though potential mutual reward may help offset any changes
- The mutual idea is not a magic answer to the huge challenges facing providers of adult social care services. It does provide a means of focussing thinking and developing a hopeful vision for the future. It also provides a way for service using adults themselves to play a key leadership role in creating and providing services.

The in house business case work stream is currently scoping new models, where there may be demand for services but our traditional organisational form of delivery inhibits the Council from being competitive. Opportunities will be picked up at either a micro level, for example the formation of a small enterprise of PAs to meet the specific needs of a group of users, to the macro level in considering the future organisational form of the retained in house provision at large. Options will be presented for further consideration as part of the wider transformation programme for in house provider services.

This is a developing area and managers are making links with other authorities to explore the options jointly, sharing knowledge and reducing duplication by taking learning from other areas, such as the complex legal, financial and employment implications of various models.

6. Conclusion

It is inevitable that there will be an impact on staff as services change or reduce, and others grow. The phasing of the work over the next three years will seek to ensure that staff are supported to take up new opportunities internally, to support them with developing skills that are in demand externally and to take advantage of natural staffing changes.

A full impact assessment for staffing will be completed as part of any organisational review process.

ADULT SOCIAL CARE
BASE BUDGET GROWTH & REDUCTION PROPOSALS 2010-11

<u>GROWTHS</u>		£000
G1	From In-house Residential Care	
G1a	Move to Independent Sector	26
G1b	Move to Supported Living	210
G1c	Move to Extra Care	187
G1d	Move to Assisted Accommodation	57
G1e	Move to Personal Budgets, Universal Services	210
	Total	690
G2	Loss of Income - Reablement Service	496
G3	From In-house Day Care	
G3a	Move to Personal Budgets, Universal Services	101
G3b	Move to Voluntary Sector	59
	Total	160
G4	Equipment / Assistive Technology	113
G5	Intermediate Care	263
G6	Reablement / Enablement	96
	TOTAL GROWTH	1,818

<u>REDUCTIONS</u>		
R1	Residential/Nursing Care Reduction	
R1a	Reduced cost Residential/Nursing	(92)
R1b	Move to Supported Living	(173)
R1c	Move to Extra Care	(68)
R1d	Move to Assisted Accommodation	(512)
R1e	Move to Personal Budgets, Universal Services	(348)
	Total	(1,193)
R2	Short Term Residential/Respite Care	(55)
R3	From Private Sector Home Care	
R3a	To Personal Budgets	(333)
R3b	To Voluntary Sector	(380)
R3c	To Universal Services	(861)
	Total	(1,574)
R4	From Private Sector Day Care	
R4a	To Direct Payments/Personal Budgets	(21)
R4b	To Voluntary Sector	(49)
R4c	To Universal Services	(26)
	Total	(96)

R5	From Extra Care	
R5a	To Assisted Accommodation	(11)
R5b	Reduced Cost Extra Care	(6)
	Total	(17)
R6	From Meals to Universal Services	(172)
R7	Direct Payments/Personal Budgets	(342)
R8	Supported Living Reduced Packages	(1,126)
R9	Voluntary Sector Contracts	(200)
R10	Transport	(200)
R11	Increased Income	(500)
R12	Continuing Health Care	(100)
R13	Reduced Cost In House Day Services	(85)
	TOTAL REDUCTIONS	(5,660)
	TOTAL NET REDUCTION	(3,842)

**ADULT SOCIAL CARE
BASE BUDGET GROWTH PROPOSAL 2010-11**

**SERVICE AREA : In House Residential Care Summary
Sheet**

Proposal No: ASC - G1

Details of Proposed Project(s) Growth:

SUMMARY SHEET FOR PROFORMAS G1a – G1e

The proposal is to close 2 residential homes at the end of the 2011/12 financial year. The calculation for this has been based on 91 bed spaces.

The growth shown here represents the double-running costs of keeping open 2 residential homes with lower occupancy rates in preparation for their closure. The extent of the double running costs is very much dependent on consultation timetables.

Type of Growth (delete as appropriate)

Other

Service implications (including impact on One Leicester) & link to SIEP (service plan)

The majority of service users placed in residential and nursing care are frail older people, increasingly service users who are placed, have complex needs and are much older having stayed in their own home as long as possible. The residential and nursing home service user group consequently has a high attrition rate due to death rates. Combining the cost of lower occupancy and the costs of commissioning alternative residential care in the Independent Sector creates a double running cost in 11/12 which is represented by the growth item.

All existing service users are required to have an annual review, the review/reassessment of service users in these homes will take place concurrently with the formal consultation process on the proposals to close these residential homes. Service users and their families will be involved in the assessment process, and where appropriate supported by independent advocacy and offered a personal budget to provide independent and voluntary community and residential placements. Their financial contribution if applicable will not be affected by a move to a different provider.

Date of earliest implication/ date of proposed implication

Date:

<u>Financial Implications of Proposal</u>	<u>2010-11</u> £000s	<u>2011-12</u> £000s	<u>2012-13</u> £000s	<u>2013-14</u> £000s
Effects of Changes on budget				
	Existing Budget	Proposed Addition		
Staff	5,081			
Non Staff Costs	675			
Income	(1,829)			
Net Total	3,927	690		
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)				
Extra post(s) (FTE)				

NB Full staffing implications for the closure of in-house residential homes are shown at section 7 of the main report.

ADULT SOCIAL CARE
BASE BUDGET GROWTH PROPOSAL 2010-11

SERVICE AREA : In House Residential Care to Independent Sector

Proposal No: ASC - G1a

Details of Proposed Project(s) Growth:

The proposal is to reduce the number of people in long term in-house residential care by 8, and for these clients to be placed in independent sector residential care. This will be achieved by diverting new service users to alternative residential and community provision and reassessment of existing service users offering them alternative residential or community placements.

It is projected that there will be a need for 3 months of support for these people at an average net cost of £251 per week.

Type of Growth (delete as appropriate)

Other

Service implications (including impact on One Leicester) & link to SIEP (service plan)

The majority of service users placed in residential and nursing care are frail older people, increasingly service users who are placed, have complex needs and are much older having stayed in their own home as long as possible. The residential and nursing home service user group consequently has a high attrition rate due to death rates. However existing service users will require reassessment and an alternative care package commissioned from the Independent sector.

This proposal is linked to reducing the spend in independent sector respite and short term care and supporting preparations for the expanded and integrated Intermediate Care and Reablement service.

The shift from long term care and greater provision of intermediate care and respite beds reduces income and will reduce occupancy rates, in addition to a short term requirement for double running costs due to the need to commission placements from the independent sector.

Date of earliest implication/ date of proposed implication

Date:

<u>Financial Implications of Proposal</u>	<u>2010-11</u> £000s	<u>2011-12</u> £000s	<u>2012-13</u> £000s	<u>2013-14</u> £000s
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Effects of Changes on budget

	<u>Existing Budget</u>	<u>Proposed Addition</u>		
Staff	5,081			
Non Staff Costs	675			
Income	(1,829)			
Net Total	3,927	26		

Staffing Implications

	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)			
Extra post(s) (FTE)			

ADULT SOCIAL CARE
BASE BUDGET GROWTH PROPOSAL 2010-11

**SERVICE AREA : In House Residential Care
Supported Living**

Proposal No: ASC - G1b

Details of Proposed Project(s) Growth:

The proposal is to reduce the number of people in in-house residential care by 23, and for these clients to be placed in supported living arrangements. This will be achieved by reassessment of existing service users and diversion of new service users into supported living and additional community support.

It is projected that there will be a need for 30 weeks of support for these people at an average net cost of £304 per week.

Type of Growth (delete as appropriate)

Other

Service implications (including impact on One Leicester) & link to SIEP (service plan)

The majority of service users placed in residential and nursing care are frail older people, increasingly service users who are placed, have complex needs and are much older having stayed in their own home as long as possible. The residential and nursing home service user group consequently has a high attrition rate due to death rates.

However existing service users will require reassessment and an alternative care package commissioned from the Independent sector. New service users will be assessed, and provided with a personal budget and enabled to access supported living arrangements and extra care facilities.

Date of earliest implication/ date of proposed implication

Date:

<u>Financial Implications of Proposal</u>	<u>2010-11</u> £000s	<u>2011-12</u> £000s	<u>2012-13</u> £000s	<u>2013-14</u> £000s
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Effects of Changes on budget

	Existing Budget	Proposed Addition		
Staff	5,081			
Non Staff Costs	675			
Income	(1,829)			
Net Total	3,927	210		

Staffing Implications	2011-12	2012-13	2013-14
Current service staffing (FTE)			
Extra post(s) (FTE)			

ADULT SOCIAL CARE
BASE BUDGET GROWTH PROPOSAL 2010-11

SERVICE AREA : In House Residential Care – Extra Care **Proposal No: ASC - G1c**

Details of Proposed Project(s) Growth:

The proposal is to reduce the number of people in in-house residential care by 16, and for these clients to receive extra care support. This will be achieved by reassessment of existing service users and diversion of new service users into extra care and with additional community support

It is projected that there will be a need for 10 months of support for these people at an average net cost of £271 per week.

Type of Growth (delete as appropriate)

Other

Service implications (including impact on One Leicester) & link to SIEP (service plan)

The majority of service users placed in residential and nursing care are frail older people, increasingly service users who are placed, have complex needs and are much older having stayed in their own home as long as possible. The residential and nursing home service user group consequently has a high attrition rate due to death rates.

However existing service users will require reassessment and an alternative care package commissioned from the independent and voluntary sector. New service users will be assessed, and provided with a personal budget and enabled to access building based extra care facilities and flexible support in their own homes.

Date of earliest implication/ date of proposed implication

Date:

<u>Financial Implications of Proposal</u>	<u>2010-11</u> £000s	<u>2011-12</u> £000s	<u>2012-13</u> £000s	<u>2013-14</u> £000s
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Effects of Changes on budget

	<u>Existing Budget</u>	<u>Proposed Addition</u>		
Staff	5,081			
Non Staff Costs	675			
Income	(1,829)			
Net Total	3,927	187		

<u>Staffing Implications</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)			
Extra post(s) (FTE)			

ADULT SOCIAL CARE
BASE BUDGET GROWTH PROPOSAL 2010-11

SERVICE AREA : In House Residential Care – Assisted Accommodation **Proposal No: ASC - G1d**

Details of Proposed Project(s) Growth:

The proposal is to reduce the number of people in in-house residential care by 13, and for these clients to receive assisted accommodation.

It is projected that on average there will be a need for 22 weeks of support for these people at an average net cost of £213 per week.

Type of Growth (delete as appropriate)

Other

Service implications (including impact on One Leicester) & link to SIEP (service plan)

The majority of service users placed in residential and nursing care are frail older people, increasingly service users who are placed, have complex needs and are much older having stayed in their own home as long as possible. The residential and nursing home service user group consequently has a high attrition rate due to death rates.

However the remaining existing service users will require reassessment and an alternative care package commissioned from the independent and voluntary sector. New service users will be assessed, and provided with a personal budget and enabled to access building based assisted accommodation facilities and flexible support in their own homes.

Date of earliest implication/ date of proposed implication

Date:

<u>Financial Implications of Proposal</u>	<u>2010-11</u> £000s	<u>2011-12</u> £000s	<u>2012-13</u> £000s	<u>2013-14</u> £000s
Effects of Changes on budget				
	Existing Budget	Proposed Addition		
Staff	5,081			
Non Staff Costs	675			
Income	(1,829)			
Net Total	3,927	57		
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)				
Extra post(s) (FTE)				

ADULT SOCIAL CARE
BASE BUDGET GROWTH PROPOSAL 2010-11

Individual Pro-formas for growth and reduction proposals

SERVICE AREA : In House Residential Care – Personal Budgets **Proposal No: ASC - G1e**

Details of Proposed Project(s) Growth:

The proposal is to reduce the number of people in in-house residential care by 31, and for these clients to receive support through a community based support package through a personal budget.

It is projected that on average there will be a need for around 9 months of support for these people at an average net cost of £173 per week.

Type of Growth (delete as appropriate)

Other

Service implications (including impact on One Leicester) & link to SIEP (service plan)

The majority of service users placed in residential and nursing care are frail older people, increasingly service users who are placed, have complex needs and are much older having stayed in their own home as long as possible. The residential and nursing home service user group consequently has a high attrition rate due to death rates.

However the remaining existing service users will require reassessment and an alternative care package commissioned from the independent and voluntary sector. New service users will be assessed, and provided with a personal budget and enabled to access flexible community support in their own homes.

Date of earliest implication/ date of proposed implication

Date:

<u>Financial Implications of Proposal</u>	<u>2010-11</u> £000s	<u>2011-12</u> £000s	<u>2012-13</u> £000s	<u>2013-14</u> £000s
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Effects of Changes on budget

	<u>Existing Budget</u>	<u>Proposed Addition</u>		
Staff	5,081			
Non Staff Costs	675			
Income	(1,829)			
Net Total	3,927	210		

<u>Staffing Implications</u>		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)				
Extra post(s) (FTE)				

ADULT SOCIAL CARE
BASE BUDGET GROWTH PROPOSAL 2010-11

SERVICE AREA : In House Home Care		Proposal No: ASC - G2			
<u>Details of Proposed Project(s) Growth:</u> By converting all of our current in house home care provision into a reablement service, our underlying cost of the in-house service remains the same. However, clients cannot be charged during their period of reablement, so this growth represents the loss of home care income from doing this.					
<u>Type of Growth (delete as appropriate)</u> Other					
<u>Service implications (including impact on One Leicester) & link to SIEP (service plan)</u> The provision of integrated health and social care intermediate care, reablement and rapid response is seen as a central element of managing an aging population and subsequent increased demand by the NHS and social care. The provision of social care reablement which is nationally defined and includes the achievement of specific outcomes through the provision of therapy is critical to maintaining independence and service users remaining in their own homes. It is also critical to reducing hospital admissions and readmissions across all service user groups. During the 6 week reablement period which is to be rolled out to all at risk service user groups as part of prevention and early intervention service users can not be charged resulting in a loss of income. In the medium and longer term this strategy will reduce overall care management commissioning budgets.					
<u>Date of earliest implication/ date of proposed implication</u> Date:					
<u>Financial Implications of Proposal</u>		<u>2010-11</u> £000s	<u>2011-12</u> £000s	<u>2012-13</u> £000s	<u>2013-14</u> £000s
<u>Effects of Changes on budget</u>					
	<u>Existing Budget</u>	<u>Proposed Addition</u>			
Staff	3,897				
Non Staff Costs	230				
Income	(260)				
Net Total	3,867	496			
<u>Staffing Implications</u>		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	
Current service staffing (FTE)					
Extra post(s) (FTE)					

ADULT SOCIAL CARE
BASE BUDGET GROWTH PROPOSAL 2010-11

SERVICE AREA : In House Day Care Summary Sheet Proposal No: ASC - G3

Details of Proposed Project(s) Growth:

SUMMARY SHEET FOR PROFORMAS G3a – G3b

As more service users receive a personal budget increasingly they are choosing to purchase more flexible community based services to meet social inclusion needs and reduce social isolation. This proposal reflects this trend and the reduction in demand for existing traditional in-house provided day services.

As clients move onto these alternative arrangements and before the in-house day centres are closed, there will be spare capacity and a corresponding double running cost. This growth represents the temporary double running cost for the care packages that will be commissioned whilst the services remain open

Type of Growth (delete as appropriate)

Other

Service implications (including impact on One Leicester) & link to SIEP (service plan)

Through the allocation of a Personal Budget and support planning and brokerage service users will be enabled to access more flexible and lower cost social inclusion and day activities provided by the voluntary sector and available to the wider community such as leisure services.

Existing in house day services will not be affordable for service users due to the high unit cost which includes over heads and management costs which are higher than those in the voluntary and independent sector

Date of earliest implication/ date of proposed implication

Date:

<u>Financial Implications of Proposal</u>	<u>2010-11</u> £000s	<u>2011-12</u> £000s	<u>2012-13</u> £000s	<u>2013-14</u> £000s
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Effects of Changes on budget

	Existing Budget	Proposed Addition		
Staff	1,207			
Non Staff Costs	215			
Income	(169)			
Net Total	1,253	160		
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)				
Extra post(s) (FTE)				

ADULT SOCIAL CARE
BASE BUDGET GROWTH PROPOSAL 2010-11

SERVICE AREA : In House Day Care – Personal Budgets/Universal Services

Proposal No: ASC - G3a

Details of Proposed Project(s) Growth:

The proposal is to reduce the number of people in in-house day services by 231, and for these clients to receive support through a community based support package through a personal budget. Those who do not have substantial and critical needs and therefore not eligible for ASC services will be given advice and guidance to access mainstream community services not funded by ASC.

This applies to existing service users who will be reassessed and new service users assessed using the new system and provided with a Personal Budget.

It is projected that there will be a need to support these clients for between 2 and 6 months while the current arrangements are phased out. This will cost an average of £47 per person per week.

Type of Growth (delete as appropriate)

Other

Service implications (including impact on One Leicester) & link to SIEP (service plan)

Through the allocation of a Personal Budget and support planning and brokerage service users will be enabled to access more flexible and lower cost social inclusion and day activities provided by the voluntary sector and available to the wider community such as leisure services. Increasing numbers of service users will use PA's to access community opportunities including employment, education and volunteering. ASC is working with other divisions in the city council to maximise the access for people with disabilities to council provided community facilities and also looking at how the use of individual budgets can provide a new income generation stream for services such as leisure centres.

Existing in house day services will not be affordable for service users due to the high unit cost which includes over heads and management costs which are higher than those in the voluntary and independent sector.

Date of earliest implication/ date of proposed implication

Date:

<u>Financial Implications of Proposal</u>	<u>2010-11</u> £000s	<u>2011-12</u> £000s	<u>2012-13</u> £000s	<u>2013-14</u> £000s
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Effects of Changes on budget

	Existing Budget	Proposed Addition		
Staff	1,207			
Non Staff Costs	215			
Income	(169)			
Net Total	1,253	101		

Staffing Implications	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)			
Extra post(s) (FTE)			

ADULT SOCIAL CARE
BASE BUDGET GROWTH PROPOSAL 2010-11

SERVICE AREA : In House Day Care – Voluntary Sector

Proposal No: ASC - G3b

Details of Proposed Project(s) Growth:

The proposal is for 202 clients to receive support from voluntary sector organisations instead of receiving their support from the existing in house day services.

The current average net weekly cost for these clients is £49 per week. The total investment that will be made to the voluntary sector in year 1 to support these clients for between 2 and 6 months is £59,000.

Type of Growth (delete as appropriate)

Other

Service implications (including impact on One Leicester) & link to SIEP (service plan)

Through the allocation of a Personal Budget and support planning and brokerage service users will be enabled to access more flexible and lower cost social inclusion and day activities provided by the voluntary sector and available to the wider community such as leisure services. Increasing numbers of service users will use PA's to access community opportunities including employment, education and volunteering.

Voluntary sector providers are increasingly responding to this market shift and offering services at a lower cost than local authority and independent sector providers. An example of this shift is a Learning Disability voluntary sector provider 'Ansaar' which is looking to develop its day services provision, which is currently funded through fund raising but in the future service users will be able to use an element of their personal budget to pay for use of this service. Existing more traditional providers in the Independent sector historically have struggled to deliver personalised services that respond to individual needs for example culture and religion. Through the market management work small voluntary sector providers in the city are being targeted and supported to shift their business model from one reliant on grants to an ability to respond to individual budgets and develop their workforce. The major advantage the voluntary sector has in the new individual budget market is that it is able to operate with lower overhead costs due to not having the requirement to produce surplus for shareholders dividends, it can therefore be viable and offer a lower unit cost. ASC transformation will be a major contributor to supporting the voluntary sector in Leicester over the next 3 years.

Date of earliest implication/ date of proposed implication

Date:

Financial Implications of Proposal

2010-11
£000s

2011-12
£000s

2012-13
£000s

2013-14
£000s

Effects of Changes on budget

	Existing Budget	Proposed Addition		
Staff	1,207			
Non Staff Costs	215			
Income	(169)			
Net Total	1,253	59		
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)				
Extra post(s) (FTE)				

ADULT SOCIAL CARE
BASE BUDGET GROWTH PROPOSAL 2010-11

SERVICE AREA : Equipment / Assistive Technology Proposal No: ASC - G4

Details of Proposed Project(s) Growth:

Increased investment in Assistive Technology and low level equipment will support the achievement of other budget reductions and implementation of the prevention and early intervention strategy enabling people to remain independent for longer in their own homes and reduce the cost of care packages.

This growth should allow an additional 295 people to benefit from equipment and assistive technology.

Type of Growth (delete as appropriate)

Other

Service implications (including impact on One Leicester) & link to SIEP (service plan)

This growth proposal is necessary in order to achieve the necessary budget reductions. In particular, this investment of monies would be used to support people to live independently without support from the local authority. It would also assist people to move to support in a community-based setting rather than in residential care. This growth should allow an additional 295 people to benefit from equipment and assistive technology.

Date of earliest implication/ date of proposed implication

Date:

<u>Financial Implications of Proposal</u>	<u>2010-11</u> £000s	<u>2011-12</u> £000s	<u>2012-13</u> £000s	<u>2013-14</u> £000s
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Effects of Changes on budget

	Existing Budget	Proposed Addition		
Staff	0			
Non Staff Costs	926			
Income	(463)			
Net Total	463	113		

<u>Staffing Implications</u>		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)				
Extra post(s) (FTE)				

ADULT SOCIAL CARE
BASE BUDGET GROWTH PROPOSAL 2010-11

Proposal No: ASC - G5

SERVICE AREA : Intermediate Care

Details of Proposed Project(s) Growth:

Increase investment and capacity in intermediate care

It is anticipated that this money would be sufficient to support 110 people through these means.

Type of Growth (delete as appropriate)

Other

Service implications (including impact on One Leicester) & link to SIEP (service plan)

In line with health and social care policy (e.g A vision for Social Care – Creating Capable communities, Liberating the NHS, Dementia Strategy) locally a strategy and implementation plan is been developed with the NHS to develop an integrated health and social care intermediate care and reablement pathway for all service user groups. This is anticipated to reduce hospital admissions and readmissions, retain independence and enable people to live at home longer, support carers better and provide rapid response in local communities to crisis.

Numerous large scale studies have found that the provision of reablement and intermediate care in buildings and in people's own homes though relatively high cost for a short period of time offers a longer term overall reduction in costs of care packages. Studies of service user and carers experience have also reported high levels of satisfaction, with increased confidence and independence.

Over the next 3 years the expansion of these services will see the development of a social care directly provided building-based and community-based intermediate care and reablement service. This investment is critical to developing this strategy with NHS partners and reducing longer term capacity and demand. Many of the existing workforce in residential care and home care will be retrained to provide this service.

Date of earliest implication/ date of proposed implication

Date:

<u>Financial Implications of Proposal</u>	<u>2010-11</u> £000s	<u>2011-12</u> £000s	<u>2012-13</u> £000s	<u>2013-14</u> £000s
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Effects of Changes on budget

	Existing Budget	Proposed Addition		
Staff	1,576			
Non Staff Costs	224			
Income	(331)			
Net Total	1,469	263		

Staffing Implications	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)			
Extra post(s) (FTE)			

ADULT SOCIAL CARE
BASE BUDGET GROWTH PROPOSAL 2010-11

SERVICE AREA : Reablement / Enablement

Proposal No: ASC - G6

Details of Proposed Project(s) Growth:

Increase capacity in reablement and support a shift to prevention of admission rather than the current model of facilitating hospital discharge

This money would be sufficient to support a further 105 people through a course of reablement.

Type of Growth (delete as appropriate)

Other

Service implications (including impact on One Leicester) & link to SIEP (service plan)

In line with health and social care policy (e.g A vision for Social Care – Creating Capable communities, Liberating the NHS, Dementia Strategy) locally a strategy and implementation plan is been developed with the NHS to develop an integrated health and social care intermediate care and reablement pathway for all service user groups. This is anticipated to reduce hospital admissions and readmissions, retain independent and enable people to live at home longer, support carers better and provide rapid response in local communities to crisis.

Numerous large scale studies have found that the provision of reablement and intermediate care in buildings and in people own homes though relatively high cost for a short period of time offers a longer term overall reduction in costs of care packages. Studies of service user and carers experience have also reported high levels of satisfaction, with increased confidence and independence.

Over the next 3 years the expansion of these services will see the development of a social care directly provided building based and community based intermediate care and reablement service. This investment is critical to developing this strategy with NHS partners and reducing longer term capacity and demand. Many of the existing workforce in residential care and home care will be retrained to provide this service.

Date of earliest implication/ date of proposed implication

Date:

Financial Implications of Proposal

2010-11
£000s

2011-12
£000s

2012-13
£000s

2013-14
£000s

Effects of Changes on budget

	Existing Budget	Proposed Addition		
Staff	3,897			
Non Staff Costs	230			
Income	(260)			
Net Total	3,867	96		
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)				
Extra post(s) (FTE)				

**ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11 SUMMARY SHEET**

SERVICE AREA : Residential & Nursing Care Reduction of Care Management Commissioning Budget **Proposal No: ASC – R1**

Purpose of Service:

Commissioning and contracting of residential and nursing home placements for ASC service users who have substantial and critical social care needs.

**Details of Proposed Reduction:
SUMMARY SHEET FOR PROFORMA R1a to R1e**

To reduce service user placements in residential and nursing care and increase range of flexible community support including people's existing homes

To reduce service users placed in residential and nursing care and support more people in the community. Target Group : All service user groups

To provide service users with more suitable and cost effective alternatives to long term residential care.

To continue the roll out of the national 'Care Funding Calculator tool' (CFC) as the basis for negotiating with independent providers for high cost residential and nursing home placements to achieve reduced costs on existing placements. This is currently being focused on residential care packages with a weekly cost of over £750 and is primarily related to Learning Disability, Mental Health and Physical Disability client groups. All existing and new care packages over £750 will have been through the CFC by the end of 2011.

Type of Reduction (delete as appropriate)

Efficiency Cash Releasing

Service Implications (including impact on One Leicester) & link to SIEP (service plan)

Use of Residential care has declined over a number of years as service users choose to stay in their own homes with community services support. As community services particularly reablement and intermediate care services expand and integrate with health, service users will have increased choice about how they are supported. Evidence has shown that high needs can be met in the community at a lower price and with improved outcomes. Service users will have a personal budget based on assessed need and risks produced using the Resource Allocation System to purchase flexible community care services. Those who can not be supported at home and/or with complex needs will still access residential or nursing home care.

Use of the Care Funding Calculator will support ASC to have a consistent approach across the independent and voluntary sector market to prices to meet need. This is a tool used across the country, with other councils already reporting high success rates in reducing provider price reductions particularly with large national providers. Leicester City ASC started the roll out of use in 10/11, and has had similar success, as more workers are trained on its application which requires a full reassessment to be done, it will be used across all existing and new high cost residential and nursing home placements to produce further savings.

Date of earliest implication/ date of proposed implication

Date: 1st April 2011

<u>Financial Implications of Proposal</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Effects of Changes on budget				
	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	34,632	0	0	0
Income	(8,737)	0	0	0
Net Total	25,895	(1,193)		
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)	N/A	0	0	0

Post(s) deleted (FTE)	N/A	0	0	0
Current vacancies (FTE)	N/A	0	0	0
Individuals at risk (FTE)	N/A	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

**SERVICE AREA : Residential & Nursing Care Reduction Proposal No: ASC – R1a
of Care Management Care Commissioning Budget**

Purpose of Service:

Commissioning and contracting of residential and nursing home placements for ASC service users who have substantial and critical social care needs. **Reduction in Provider Price**

Details of Proposed Reduction:

From Residential/Nursing to Reduced Cost Residential/Nursing

To reduce the cost of 11 existing residential placements through a reassessment and new care plan and negotiate new cost with the provider.

Target Group : Learning Disability (2) Older People(4), Older Persons MH(3), Physical Disability(2)

Type of Reduction (delete as appropriate)

Efficiency Cash Releasing

Service Implications (including impact on One Leicester) & link to SIEP (service plan)

These service users are likely following reassessment to have continued substantial and critical needs, however since admission to residential care their needs have changed, they have adjusted and settled into their environment and through reassessment reduced needs will be identified and the cost of the care package reduced.

The current average net weekly cost of these people's support is £602 per week. This will reduce down to £283 per week. It is assumed that the impact of these changes will be seen for 6 months of the year (i.e. on average, these clients will change packages half way through the year).

Date of earliest implication/ date of proposed implication

Date: September 2011

Financial Implications of Proposal

2010-11

2011-12

2012-13

2013-14

Effects of Changes on budget

	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	34,632	0	0	0
Income	(8,737)	0	0	0
Net Total	25,895	(92)		
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)	0	0	0	0
Post(s) deleted (FTE)	0	0	0	0
Current vacancies (FTE)	0	0	0	0
Individuals at risk (FTE)	0	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

SERVICE AREA : Residential & Nursing Care Reduction Proposal No: ASC - R1b of Care Management Commissioning Budget

Purpose of Service:

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria **Supported Living**

Details of Proposed Reduction:

From Residential/Nursing Care move to Supported Living.

To increase life chances and opportunities for existing service users with a Learning Disability and young people who are coming through/transitioning from Childrens services offering more choice and control through reducing number placed, and offering community packages for existing service users in residential care. Total number of service users affected 26. Target group : Learning Disability

The current average net weekly cost of these people's support is £575 per week. This is projected to reduce to £319 per week. It is assumed that the impact of these changes will be seen for 6 months of the year (i.e. on average, these clients will change packages half way through the year).

Type of Reduction (delete as appropriate)

Efficiency Cash Releasing

Service Implications (including impact on One Leicester) & link to SIEP (service plan)

The proposal is to move existing learning disability clients out of a residential setting into community-based supported living arrangements and enabling them to have greater access to mainstream community facilities including employment and leisure opportunities. This will also involve a greater focus in directing learning disability clients who transition from Children's services into supported living rather than into residential placements.

Date of earliest implication/ date of proposed implication

Date:

<u>Financial Implications of Proposal</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
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Effects of Changes on budget

	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	34,632	0	0	0
Income	(8,737)	0	0	0
Net Total	25,895	(173)		

Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)	0	0	0	0
Post(s) deleted (FTE)	0	0	0	0
Current vacancies (FTE)	0	0	0	0
Individuals at risk (FTE)	0	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

**SERVICE AREA : Residential & Nursing Care Reduction Proposal No: ASC - R1c
of Care Management Care Commissioning Budget**

Purpose of Service:

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria (**Extra Care**)

Details of Proposed Reduction:

From Residential/Nursing Care move to Extra Care

To reduce service users placed in residential and nursing care and divert to Extra Care. Target Group : Learning Disabilities (2), Older People (33)

Type of Reduction (delete as appropriate)

Efficiency Cash Releasing

Service Implications (including impact on One Leicester) & link to SIEP (service plan)

The majority of service users placed in residential and nursing care are frail older people, increasingly service users who are placed, have complex needs and are much older having stayed in their own home as long as possible. The residential and nursing home service user group consequently has a high attrition rate due to death rates. Based on average death rates, diverting new clients into Extra Care facilities and increasing availability of community services 35 clients will receive community based support rather than a residential placement. A small number of existing residential home service users who have been placed due to lack of availability of suitable housing and community support will be reassessed and offered a community package. A new Extra Care facility ' Wolvey' comes on line in April 2011 which provides additional capacity for some of this group. In addition the use of community support, equipment and other forms of Assistive Technology (AT) will be provided in service users own homes and in existing Sheltered Accommodation to provide non buildings based 'Extra Care'.

The current average net cost for these clients is £283 per week, and this is expected to fall to £232 per week. It is anticipated that an extra care facility will be available at the beginning of 2011/12 and additional AT and community support to accommodate these clients, so the expectation is that the savings for 31 clients will be for a full 12 months, with 6 months savings for the remaining 4 clients.

Date of earliest implication/ date of proposed implication

Date: April 1st 2011

Financial Implications of Proposal

2010-11

2011-12

2012-13

2013-14

Effects of Changes on budget

	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	34,632	0	0	0
Income	(8,737)	0	0	0
Net Total	25,895	(68)		
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)	0	0	0	0
Post(s) deleted (FTE)	0	0	0	0
Current vacancies (FTE)	0	0	0	0
Individuals at risk (FTE)	0	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

SERVICE AREA : Residential & Nursing Care Reduction Proposal No: ASC - R1d of Care Management Commissioning Budget

Purpose of Service:

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria **Assisted Accommodation Existing Service Users**

Details of Proposed Reduction:

From Residential/Nursing Care move to Assisted Accommodation

To reduce reliance on residential care and reduce cost of community care packages This will affect 152 clients. The average current net cost for these clients is £318 per week. Under assisted accommodation arrangements this is expected to reduce to £188 per week. Target Group : Adult Mental Health(68), Learning Disability (32), Older Persons Mental Health (35), Older People (15), Physical Disability (2)

Type of Reduction (delete as appropriate)

Efficiency Cash Releasing

Service Implications (including impact on One Leicester) & link to SIEP (service plan)

Use of Residential care has declined over a number of years as service users choose to stay in their own homes with community services support. As community services particularly reablement and intermediate care services expand and integrate with health, service users will have increased choice and higher levels of need can be supported at home at a lower price. Leicester City has an East Midlands Joint improvement programme funded project for adult mental health as we are one of the highest spend areas in residential care in our LA comparator family.

The proposal is for the development of assisted accommodation schemes, which is set out in the Supported Housing strategy which includes increased access of AT, KeyRing schemes, sheltered accommodation and community based support packages. It is expected that on average these changes will take place half way through the year. Through reassessment and use of the Resource Allocation system (RAS) based on assessed needs and risks all existing service users and new service users will receive an individual budget which they can use to purchase their own care and support, or the local authority can broker the support package on their behalf with community providers.

Date of earliest implication/ date of proposed implication

Date: April 1st 2011

Financial Implications of Proposal

2010-11

2011-12

2012-13

2013-14

Effects of Changes on budget

	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	34,632	0	0	0
Income	(8,737)	0	0	0
Net Total	25,895	(512)		
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)		0	0	0
Post(s) deleted (FTE)		0	0	0
Current vacancies (FTE)		0	0	0
Individuals at risk (FTE)		0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

SERVICE AREA : Residential & Nursing Care Reduction Proposal No: ASC - R1e of Care Management Commissioning Budget

Purpose of Service:

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria **Direct Payments/Personal Budgets**

Details of Proposed Reduction:

From Residential/Nursing Care move to Personal Budgets/Direct Payments

To reduce reliance on residential care and reduce cost of community care packages Target Group : Older people(18),Older Persons Mental Health (27), Physical Disability (1)

The current net cost of supporting these residents is £254 per week. It is projected that this will fall to an average of £105 per week, and that this saving will be seen for 12 months.

Type of Reduction (delete as appropriate)

Efficiency Cash Releasing

Service Implications (including impact on One Leicester) & link to SIEP (service plan)

The majority of service users placed in residential and nursing care are frail older people, increasingly service users who are placed, have complex needs and are much older having stayed in their own home as long as possible. The residential and nursing home service user group consequently has a high attrition rate due to death rates. Based on average death rates, converting existing service users from traditional care packages through reassessment on to personal budgets and diverting new service users, together with increased availability of community services savings will be achieved and outcomes improved.

Date of earliest implication/ date of proposed implication

Date: 1st April 2011

Financial Implications of Proposal

2010-11

2011-12

2012-13

2013-14

Effects of Changes on budget

	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	34,632	0	0	0
Income	(8,737)	0	0	0
Net Total	25,895	(348)		
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)	N/A	0	0	0
Post(s) deleted (FTE)	N/A	0	0	0
Current vacancies (FTE)	N/A	0	0	0
Individuals at risk (FTE)	N/A	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

SERVICE AREA : Reduction of Care Management **Proposal No: ASC - R2**
Commissioning Budget - Short Term residential Care
and residential respite Care

Purpose of Service:
 Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria **Respite and Short Term Care**

Details of Proposed Reduction:
Short term Residential/Respite Care
 Shift commissioning of building based residential respite and short term care from the independent sector to in house residential care. Target Group; **Short Term** Older People (20), Older People Mental Health (14), **Respite** Older People (6), Older People Mental Health (9).

Type of Reduction (delete as appropriate)
 Efficiency Cash Releasing

Service Implications (including impact on One Leicester) & link to SIEP (service plan)
 Older people respite and residential care commissioning is primarily driven by pressure on hospital discharges (Delayed Discharge Act), carer illness and lack of intermediate care/reablement bed based and community capacity in the NHS and social care provision. This pressure has increased significantly in 10/11 and resulted in increased use of the independent sector short term respite and short term care. Service users have said that they prefer to be supported to stay at home as long as possible and if they require respite/short term care that they have a choice about how this is provided including increasing support into their own homes. During 11/12 and 12/13 the expansion of integrated intermediate care/reablement beds and community services and the move to all service users receiving a personal budget will offer great choice and reduce commissioning from the Independent residential sector.
 However during the transition to increased community services, service users requiring short term/respite care will be offered a placement at in house provision, with a specific focus on those vacant beds in homes identified as future intermediate care/reablement hubs. This will also have the effect alongside reducing commissioning costs of Independent sector placements of increasing the efficiency of those units with vacant beds and support the workforce development of staff in those units in preparation for delivering intermediate care/reablement.

Date of earliest implication/ date of proposed implication
 Date:

<u>Financial Implications of Proposal</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
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Effects of Changes on budget				
	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	2,911	0	0	0
Income	(85)	0	0	0
Net Total	2,826	(55)		
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)	N/A	0	0	0
Post(s) deleted (FTE)	N/A	0	0	0
Current vacancies (FTE)	N/A	0	0	0
Individuals at risk (FTE)	N/A	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

SERVICE AREA : Reduction of Care Management		Proposal No: ASC - R3		
Commissioning Budget – Implementation of Individual Budgets/Independent Home Care Sector and Eligibility				
<u>Purpose of Service:</u>				
Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria				
<u>Details of Proposed Reduction:</u>				
SUMMARY SHEET FOR PROFORMAS R3a TO R3c				
Target group : All service user groups				
Move from Private Sector Home Care				
Increase numbers of service users with a personal budget allocated through assessed need and use of Resource Allocation System (RAS) and increased use of voluntary sector providers				
Improved application of eligibility criteria of substantial and critical needs and improved advice/assessment of charging/financial contribution towards care package				
Reassessment of existing clients who do not have substantial and critical needs and diversion to community based provision not commissioned by ASC				
These proposals are expected to affect 857 service users which includes a proportion of existing service users and new service users that may have previously received expected to receive a service due to inconsistent application of the eligibilitiy criteria.				
<u>Type of Reduction (delete as appropriate)</u>				
Efficiency Cash Releasing				
<u>Service Implications (including impact on One Leicester) & link to SIEP (service plan)</u>				
Implementation of the new assessment process in line with Putting People First is now completed with all new service users assessed using self assessment, community care assessment and the Resource Allocation System and then offered a Personal Budget. They then can broker their own care package or use ASC to support plan and broker a package. During 10/11 partial implementation has seen an increased use of voluntary sector and independent providers including Personal Assistants and family members which has reduced costs of individual care packages. The impact of all new service users going through this system will further reduce individual care package costs in 11/12.				
Voluntary sector providers are increasingly responding to this market shift and offering services at a lower cost than local authority and independent sector providers due to lower overheads and not having the requirement to produce a surplus for shareholders.. An example of this shift is a Learning Disability voluntary sector provider ‘ Ansaar’ which is looking to develop its day services provision, which is currently funded through fund raising but in the future service users will be able to use an element of their personal budget to pay for use of this service.				
Implementation of the new care management care pathway with a Single Point of Access (SPA), supported by a full implementation of the new assessment process will ensure that the existing substantial and critical needs eligibility is applied consistently and that service users are clear about the financial contribution (based on assessed need) they will need to make to care packages at an early point.				
All existing clients with low level support packages that do not have substantial and critical needs will have a reassessment in 11/12 and will be offered advice and guidance on non ASC prevention and community support services.				
<u>Date of earliest implication/ date of proposed implication</u>				
Date:				
<u>Financial Implications of Proposal</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>

Effects of Changes on budget				
	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	9,827	0	0	0
Income	(1,911)	0	0	0
Net Total	7,916	(1,574)		
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)	N/A	0	0	0
Post(s) deleted (FTE)	N/A	0	0	0
Current vacancies (FTE)	N/A	0	0	0
Individuals at risk (FTE)	N/A	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

SERVICE AREA : Reduction of Care Management **Proposal No: ASC - R3a**
Commissioning Budget – Implementation of Personal Budgets/Independent Home Care Sector

Purpose of Service:

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria **Independent Sector Home Care/Existing Service Users**

Details of Proposed Reduction:

Move from Private Sector Home Care to Personal Budgets

Increase numbers of service users with a personal budget allocated through assessed need and use of Resource Allocation System (RAS). This applies to existing service users who will be reassessed and new service users assessed using the new system and moved onto a Personal Budget. Target Group : Adult Mental Health (6), Learning Disabilities (20), Older People (211), Older Persons Mental Health (110), Physical Disabilities(103).

The proposal is for an additional 450 clients to arrange their support in this way. The current average net weekly cost for these people is £96 per week. It is anticipated that this will reduce to £77 per week. It is assumed that these savings will be seen for 9 months of the year.

Type of Reduction (delete as appropriate)

Efficiency Cash Releasing

Service Implications (including impact on One Leicester) & link to SIEP (service plan)

The current commissioning of home care through the traditional model of assessed needs and placing of a contract with provider reduces flexibility, choice and control for the service user. Through a Personal budget allocation, service users will have an allocated amount of money with which they can either broker their own support, such as employing a Personal Assistant, pooling a budgets with other service users or employing a family member. Alternatively they can ask ASC to broker a package on their behalf. The Transformation team in ASC is actively working with the wider market to respond to the increasing use of personal budgets, developing an accreditation process for small providers and increased flexibility and reduced costs are being delivered as the market responds.

Date of earliest implication/ date of proposed implication

Date:

<u>Financial Implications of Proposal</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
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Effects of Changes on budget

	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	9,827	0	0	0
Income	(1,911)	0	0	0
Net Total	7,916	(333)		
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)	N/A	0	0	0
Post(s) deleted (FTE)	N/A	0	0	0
Current vacancies (FTE)	N/A	0	0	0
Individuals at risk (FTE)	N/A	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

SERVICE AREA : Reduction of Care Management		Proposal No: ASC - R3b		
Commissioning Budget – Implementation of Individual Budgets/ Voluntary Sector				
<u>Purpose of Service:</u> Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria Voluntary Sector Providers				
<u>Details of Proposed Reduction:</u>				
Move from Private Sector Home Care to Voluntary Sector				
Increase numbers of service users with a personal budget allocated through assessed need and use of Resource Allocation System (RAS). Through ASC support planning and brokerage and ASC Transformation market management and development, increase use of voluntary sector organisations. Target Group : Adult Mental Health (22), Learning Disabilities (9), Older People (105), Older Peoples Mental Health (15), Physical Disabilites (12).				
The proposal is for 163 clients to receive support from voluntary sector organisations. The current average net weekly cost for these clients is £87 per week. The total investment that will be made to the voluntary sector in year 1 to support these clients for 9 months is £171,000.				
<u>Type of Reduction (delete as appropriate)</u> Efficiency Cash Releasing				
<u>Service Implications (including impact on One Leicester) & link to SIEP (service plan)</u>				
Implementation of the new assessment process in line with Putting People First is now completed with all new service users assessed using self assessment, community care assessment and the Resource Allocation System and then offered a Personal Budget. They then can broker their own care package or use ASC to support plan and broker a package. During 10/11 partial implementation has seen an increased use of voluntary sector and independent providers including Personal Assistants and family members which has reduced costs of individual care packages. The impact of all new service users going through this system will further reduce individual care package costs in 11/12. During 11/12 as existing service users receive their annual review they will be moved onto the new resource allocation/ personal budget process. Specific cases have been identified where the maximum improvement in outcomes and budget reduction has been identified and they will be prioritised. It will take more than 1 year to review/reassess all existing service users onto a personal budget and this will continue in the following year.				
Voluntary sector providers are increasingly responding to this market shift and offering services at a lower cost than local authority and independent sector providers. An example of this shift is a Learning Disability voluntary sector provider ‘ Ansaar’ which is looking to develop its day services provision, which is currently funded through fund raising but in the future service users will be able to use an element of their personal budget to pay for use of this service. Existing more traditional providers in the Independent sector historically has struggled to deliver personalised services that respond to individual needs for example culture and religion. Through the market management work small voluntary sector providers in the city are being targeted and supported to shift their business model from one reliant on grants to an ability to respond to individual budgets and develop their workforce. The major advantage the voluntary sector has in the new individual budget market is that it is able to operate with lower over head costs due to not having the requirement to produce surplus for shareholders dividends, it can therefore be viable and offer a lower unit cost. ASC transformation will be a major contributor to supporting the voluntary sector in Leicester over the next 3 years.				
<u>Date of earliest implication/ date of proposed implication</u>				
Date: 1st April 2011				
<u>Financial Implications of Proposal</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Effects of Changes on budget				
	Existing	Proposed Reduction		

	Budget			
Staff	0	0	0	0
Non Staff Costs	9,827	0	0	0
Income	(1,911)	0	0	0
Net Total	7,916	(380)		
Staffing Implications		2011-12	2012-13	2013-14
Current service staffing (FTE)	N/A	0	0	0
Post(s) deleted (FTE)	N/A	0	0	0
Current vacancies (FTE)	N/A	0	0	0
Individuals at risk (FTE)	N/A	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

**SERVICE AREA : Reduction of Care Management
Commissioning Budget – Increased use of Assistive
Technology/Eligibility**

Proposal No: ASC - R3c

Purpose of Service:

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria **Universal Services**

Details of Proposed Reduction:

Move from Private Sector Home Care to Universal Services

Improved application of eligibility criteria of substantial and critical needs and improved advice/assessment of charging/financial contribution towards care package Target Group : Adult Mental Health (1), Learning disabilities (3), Older People (212), Older Peoples Mental Health (22), Physical Disabilities(6)

Reassessment of existing clients who do not have substantial and critical needs, provision of Assistive Technology (AT) and diversion to community based provision not commissioned by ASC

It is anticipated that 244 clients will no longer rely on the long term support of the authority. The current net cost of meeting their needs is £90 per week. It is assumed that these savings can be made for 9 months in 2011/12.

Type of Reduction (delete as appropriate)

Efficiency Cash Releasing

Service Implications (including impact on One Leicester) & link to SIEP (service plan)

Following a needs assessment and allocation of a Personal Budget, service users receive a financial assessment and dependent on income and savings make a contribution towards the cost of their care package. For a small proportion of service users provision of Assistive Technology and/or housing changes would enable them to have their needs met without an ongoing care package and reduce cost to ASC and also result in them not having to make a financial contribution. These service users will be reassessed and AT and/or small equipment purchased.

All existing clients with low level support packages that do not have substantial and critical needs will have a reassessment in 11/12 and will be offered advice and guidance on non ASC prevention and community support services.

Date of earliest implication/ date of proposed implication

Date: 1st April 2011

<u>Financial Implications of Proposal</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
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Effects of Changes on budget

	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	9,827	0	0	0
Income	(1,911)	0	0	0
Net Total	7,916	(861)		

Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)	N/A	0	0	0
Post(s) deleted (FTE)	N/A	0	0	0
Current vacancies (FTE)	N/A	0	0	0
Individuals at risk (FTE)	N/A	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

SERVICE AREA : Reduction of Care Management **Proposal No: ASC - R4**
Commissioning Budget – Independent Sector Day Care

Purpose of Service:

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria. **Independent Sector Day Services**

Details of Proposed Reduction:

SUMMARY SHEET FOR PROFORMAS R4a – R4c

Target group : All service user groups

Move from Private Sector Day Care

Increase numbers of service users with a personal budget allocated through assessed need and use of Resource Allocation System (RAS). This applies to existing service users who will be reassessed and new service users assessed using the new system and provided with a Personal Budget.

It is calculated that 235 service users who currently access independent sector day services and the provision of a personal budget and reducing over commissioning where residential care is also commissioned will deliver this budget reduction

Type of Reduction (delete as appropriate)

Efficiency Cash Releasing

Service Implications (including impact on One Leicester) & link to SIEP (service plan)

Some existing service users in residential care also access independent sector day care services resulting in over commissioning. Reassessment of these service users, alongside contract negotiation with independent sector providers will reduce the cost of these care packages but retain the requirement for providers to support service users to access a range of social inclusion activities including those available in the wider community.

In addition through the allocation of a Personal Budget and support planning and brokerage service users will be enabled to access more flexible and lower cost social inclusion and day activities provided by the voluntary sector and available to the wider community such as leisure services. ASC is working with other divisions in the city council to maximise the access for people with disabilities to council provided community facilities and also looking at how the use of personal budgets can provide a new income generation stream for services such as leisure centres.

Date of earliest implication/ date of proposed implication

Date: 1st April 2011

<u>Financial Implications of Proposal</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Effects of Changes on budget				
	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	571	0	0	0
Income	0	0	0	0
Net Total	571	(96)		
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)	N/A	0	0	0
Post(s) deleted (FTE)	N/A	0	0	0
Current vacancies (FTE)	N/A	0	0	0
Individuals at risk (FTE)	N/A	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

SERVICE AREA : Reduction of Care Management **Proposal No: ASC - R4a**
Commissioning Budget – Independent Sector Day Care

Purpose of Service:

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria **Independent Sector Day Services**

Details of Proposed Reduction:

Move from Private Sector Day Care to Direct Payments/Personal Budgets

Increase numbers of service users with a personal budget allocated through assessed need and use of Resource Allocation System (RAS). This applies to existing service users who will be reassessed and new service users assessed using the new system and provided with a Personal Budget. Target Group: Learning Disabilities (14), Older People (87), Older Persons Mental Health (19), Physical disabilities (14).

The proposal is for an additional 131 clients to arrange their support in this way. The current average net weekly cost for these people is £53 per week. It is anticipated that this will reduce to £47 per week. It is assumed that these savings will be seen for 6 months of the year.

Type of Reduction (delete as appropriate)

Efficiency Cash Releasing

Service Implications (including impact on One Leicester) & link to SIEP (service plan)

Through the allocation of a Personal Budget and support planning and brokerage service users will be enabled to access more flexible and lower cost social inclusion and day activities provided by the voluntary sector and available to the wider community such as leisure services. Increasing numbers of service users will use PA's to access community opportunities including employment, education and volunteering. ASC is working with other divisions in the city council to maximise the access for people with disabilities to council provided community facilities and also looking at how the use of individual budgets can provide a new income generation stream for services such as leisure centres.

Date of earliest implication/ date of proposed implication

Date:

<u>Financial Implications of Proposal</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
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Effects of Changes on budget

	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	571	0	0	0
Income	0	0	0	0
Net Total	571	(21)		

Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)	N/A	0	0	0
Post(s) deleted (FTE)	N/A	0	0	0
Current vacancies (FTE)	N/A	0	0	0
Individuals at risk (FTE)	N/A	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

SERVICE AREA : Reduction of Care Management **Proposal No: ASC - R4b**
Commissioning Budget – Independent Sector Day Care

Purpose of Service:

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria **Independent Sector Day Services**

Details of Proposed Reduction:

Move from Private Sector Day Care to Voluntary Sector

Increase numbers of service users with a personal budget allocated through assessed need and use of Resource Allocation System (RAS). This applies to existing service users who will be reassessed and new service users assessed using the new system and provided with a Personal Budget. Target Group : Adult Mental Health (3), Learning Disability (3), Older People (69), Older People Mental Health (5), Physical Disability (5)

The proposal is for 85 clients to receive support from voluntary sector organisations instead of receiving their support from the Independent sector. The current average net weekly cost for these clients is £49 per week. The total investment that will be made to the voluntary sector in year 1 to support these clients for 6 months is £49,000.

Type of Reduction (delete as appropriate)

Efficiency Cash Releasing

Service Implications (including impact on One Leicester) & link to SIEP (service plan)

Through the allocation of a Personal Budget and support planning and brokerage service users will be enabled to access more flexible and lower cost social inclusion and day activities provided by the voluntary sector and available to the wider community such as leisure services. Increasing numbers of service users will use PA's to access community opportunities including employment, education and volunteering.

Voluntary sector providers are increasingly responding to this market shift and offering services at a lower cost than local authority and independent sector providers. An example of this shift is a Learning Disability voluntary sector provider ' Ansaar' which is looking to develop its day services provision, which is currently funded through fund raising but in the future service users will be able to use an element of their personal budget to pay for use of this service. Existing more traditional providers in the Independent sector historically has struggled to deliver personalised services that respond to individual needs for example culture and religion. Through the market management work small voluntary sector providers in the city are being targeted and supported to shift their business model from one reliant on grants to an ability to respond to individual budgets and develop their workforce. The major advantage the voluntary sector has in the new individual budget market is that it is able to operate with lower overhead costs due to not having the requirement to produce surplus for shareholders dividends, it can therefore be viable and offer a lower unit cost. ASC transformation will be a major contributor to supporting the voluntary sector in Leicester over the next 3 years.

Date of earliest implication/ date of proposed implication

Date:

<u>Financial Implications of Proposal</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Effects of Changes on budget				
	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	571	0	0	0
Income	0	0	0	0
Net Total	571	(49)		
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>

Current service staffing (FTE)	N/A	0	0	0
Post(s) deleted (FTE)	N/A	0	0	0
Current vacancies (FTE)	N/A	0	0	0
Individuals at risk (FTE)	N/A	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

**SERVICE AREA : Reduction of Care Management
Commissioning Budget – Increased use of Assistive
Technology/Reduced use of Independent Sector Day
Care**

Proposal No: ASC - R4c

Purpose of Service:

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria **Independent Sector Day Services to universal services**

Details of Proposed Reduction:

Move from Private Sector Day Care to Universal Services

Improved application of eligibility criteria of substantial and critical needs and improved advice/assessment of charging/financial contribution towards care package. Target Group :Learning Disabilities (1), Older People (17), Older Persons Mental Health (1).

Reassessment of existing clients who do not have substantial and critical needs and diversion to community based provision not commissioned by ASC Reassessment of existing clients who do not have substantial and critical needs, provision of Assistive Technology (AT) and diversion to community based provision not commissioned by ASC.

It is anticipated that 20 clients will no longer rely on the long term support of the authority through these means. The current net cost of meeting their needs is £50 per week. It is assumed that these savings can be made for 6 months in 2011/12.

Type of Reduction (delete as appropriate)

Efficiency Cash Releasing

Service Implications (including impact on One Leicester) & link to SIEP (service plan)

Implementation of the new care management care pathway with a Single Point of Access (SPA), supported by a full implementation of the new assessment process will ensure that the existing substantial and critical needs eligibility is applied consistently and that service users are clear about the financial contribution (based on assessed need) they will need to make to care packages at an early point.

All existing clients with low level support packages that do not have substantial and critical needs will have a reassessment in 11/12 and will be offered advice and guidance on non ASC prevention and community support services.

Following a needs assessment and allocation of a Personal Budget, service users receive a financial assessment and dependent on income and savings make a contribution towards the cost of their care package. For a small proportion of service users provision of Assistive Technology and/or housing changes would enable them to have their needs met without an ongoing care package at reduced cost to ASC and also result in them not having to make a financial contribution. These service users will be reassessed and AT and/or small equipment purchased.

Date of earliest implication/ date of proposed implication

Date:

<u>Financial Implications of Proposal</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Effects of Changes on budget				
	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	571	0	0	0
Income	0	0	0	0
Net Total	571	(26)		

Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)	N/A	0	0	0
Post(s) deleted (FTE)	N/A	0	0	0
Current vacancies (FTE)	N/A	0	0	0
Individuals at risk (FTE)	N/A	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

SERVICE AREA : Reduction of Care Management
Commissioning Budget - Extra Care

Proposal No: ASC - R5

Purpose of Service:

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria **Extra Care**

Details of Proposed Reduction:

SUMMARY SHEET FOR PROFORMAS R5a – R5b

Target Group : Adults and Older people Mental Health

Move from Extra Care

Allocation of specifically designed housing and increased use of Assistive Technology and equipment to provide 'Extra Care' housing support within their existing home reducing the cost of care packages.

Type of Reduction (delete as appropriate)

Efficiency Cash Releasing

Service Implications (including impact on One Leicester) & link to SIEP (service plan)

The proposal is for the development of assisted accommodation schemes, which is set out in the Supported Housing strategy which includes increased access of AT, KeyRing schemes, sheltered accommodation and community based support packages.. It is expected that on average these changes will take place half way through the year. Increased use of Telecare by the NHS will also support a reduction of cost of care packages.

Through reassessment and use of the Resource Allocation system (RAS) based on assessed needs and risks all existing service users and new service users will receive an individual budget which they can use to purchase their own care and support, or the local authority can broker the support package on their behalf with community providers.

Date of earliest implication/ date of proposed implication

Date:

Financial Implications of Proposal

2010-11

2011-12

2012-13

2013-14

Effects of Changes on budget

	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	n/a	0	0	0
Income	n/a	0	0	0
Net Total	n/a	(17)		
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)	N/A	0	0	0
Post(s) deleted (FTE)	N/A	0	0	0
Current vacancies (FTE)	N/A	0	0	0
Individuals at risk (FTE)	N/A	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

**SERVICE AREA : Reduction of Care Management
Commissioning Budget - Extra Care**

Proposal No: ASC - R5a

Purpose of Service:

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria

Details of Proposed Reduction:

Move from Extra Care to Assisted Accommodation

It is proposed that by moving 3 clients from existing Extra Care facilities (or by redirecting those clients who would otherwise have received such services) towards assisted accommodation arrangements. Target Group : Adult Mental Health (3).

The current net cost of these clients is £268 per week, and this could fall to £127 per week. These savings are expected to be made for 6 months in 2011/12.

Type of Reduction (delete as appropriate)

Efficiency Cash Releasing

Service Implications (including impact on One Leicester) & link to SIEP (service plan)

The proposal is for the development of assisted accommodation schemes, which is set out in the Supported Housing strategy which includes increased access of AT, KeyRing schemes, sheltered accommodation and community based support packages. It is expected that on average these changes will take place half way through the year. Increased use of Telecare by the NHS will also support a reduction of cost of care packages.

Date of earliest implication/ date of proposed implication

Date:

<u>Financial Implications of Proposal</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
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Effects of Changes on budget

	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	n/a	0	0	0
Income	n/a	0	0	0
Net Total	n/a	(11)		

<u>Staffing Implications</u>		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
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Current service staffing (FTE)	N/A	0	0	0
Post(s) deleted (FTE)	N/A	0	0	0
Current vacancies (FTE)	N/A	0	0	0
Individuals at risk (FTE)	N/A	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

**SERVICE AREA : : Reduction of Care Management
 Commissioning Budget - Extra Care**

Proposal No: ASC - R5b

Purpose of Service:

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria

Details of Proposed Reduction:

Move from Extra Care to reduced cost Extra Care

It is proposed that a general reduction be made to the total amount of money being currently spent on clients in receipt of extra care services, and that this be 5% in 2011/12. Target Group : Older persons Mental Health (12) This would be achieved through a process of targeted reviews, increased use of Assistive Technology and negotiation with current providers of those higher cost packages of care.

Type of Reduction (delete as appropriate)

Efficiency Cash Releasing

Service Implications (including impact on One Leicester) & link to SIEP (service plan)

Using the Care Funding Calculator will support ASC to have a consistent approach across the independent and voluntary sector market to prices to meet need. This is a tool used across the country and in the East Midlands is used by other councils to reduce prices effectively particularly with large national providers. It has already had significant success with providers in 10/11 and as more workers are trained on its application and will be using it for all existing and new high cost care packages including day care and Supported Living to deliver these savings.

A reassessment and application of the Resource Allocation System producing a Personal Budget will drive down the costs charged by providers

Date of earliest implication/ date of proposed implication

Date:

<u>Financial Implications of Proposal</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
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Effects of Changes on budget

	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	n/a	0	0	0
Income	n/a	0	0	0
Net Total	n/a	(6)		
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)	N/A	0	0	0
Post(s) deleted (FTE)	N/A	0	0	0
Current vacancies (FTE)	N/A	0	0	0
Individuals at risk (FTE)	N/A	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

**SERVICE AREA : Reduction of Care Management
Commissioning Budget - Meals**

Proposal No: ASC - R6

Purpose of Service:

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria

Details of Proposed Reduction:

From Meals to Universal Services

As all existing service users and new service users are assessed using the resource allocation system and provided with personal budget the existing directly provided service will become unaffordable within their allocated budget. Target Group : Adult Mental Health (46), Learning Disabilities (6), Older People (471), Older Persons Mental Health (149), Physical disabilities (75)

Service users in 10/11 have increasingly chosen to use their personal budget to purchase meals from alternative community based services or from family members. In response to an anticipated increase of service users choosing alternative provision it has been calculated that by the end of 2011/12 it is expected that client numbers will fall from around 850 to around 100. The average current cost in subsidy is around £2.25 per meal.

Type of Reduction (delete as appropriate)

Efficiency Cash releasing

Service Implications (including impact on One Leicester) & link to SIEP (service plan)

In 11/12 all existing service users will be reassessed and new service users assessed using the new Resource Allocation System and provided with a Personal Budget. The assessment will still take into account service users needs in relation to nutrition and social isolation and the allocated amount will reflect needs and risks identified. Service users will have choice and control over where they purchase their meals from and how these are provided, and how much of their personal budget they spend on this as part of their overall care package.

Increasingly local community based providers are offering a meals service at a lower cost than that provided by the current directly provided service. As less people choose to use this service the individual cost will need to go up as the flexibility to cross subsidise will not be available with all service users on individual budgets.

Date of earliest implication/ date of proposed implication

Date:

Financial Implications of Proposal

2010-11

2011-12

2012-13

2013-14

Effects of Changes on budget

	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	994	0	0	0
Income	(465)	0	0	0
Net Total	529	(172)		
Staffing Implications in ASC		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)	N/A	0	0	0
Post(s) deleted (FTE)	N/A	0	0	0
Current vacancies (FTE)	N/A	0	0	0
Individuals at risk (FTE)	N/A	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

**SERVICE AREA : Reduction of Care Management
Commissioning Budget -Direct Payments**

Proposal No: ASC - R7

Purpose of Service:

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria

Details of Proposed Reduction:

Direct Payments/Personal Budgets

Reduce cost of existing personal budget allocations that are administered as a Direct Payments by 7% in 11/12. Target Group : Adult Mental Health (41), Learning Disability (130), Older People (110), Older Persons Mental Health (22), Physical disability (190)

This could affect up to 493 people, which is approximately the current number of people in receipt of a direct payment.

Type of Reduction (delete as appropriate)

Efficiency Cash Releasing

Service Implications (including impact on One Leicester) & link to SIEP (service plan)

This will be delivered by a combination of reassessment of existing service users using the refined Resource Allocation System, application of the Care Funding Calculator and negotiation with providers, maximising the potential to pool funding streams offered by the 'Right to Control' pilot and more creative support planning and brokerage. The LA will also retain any surplus amount allocated in a personal budget which is not used by the package developed through the support planning and brokerage process.

Date of earliest implication/ date of proposed implication

Date:

<u>Financial Implications of Proposal</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
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Effects of Changes on budget

	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	3,824	0	0	0
Income	0	0	0	0
Net Total	3,823	(342)		
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)	N/A	0	0	0
Post(s) deleted (FTE)	N/A	0	0	0
Current vacancies (FTE)	N/A	0	0	0
Individuals at risk (FTE)	N/A	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

**SERVICE AREA : Reduction of Care Management
Commissioning Budget -Supported Living**

Proposal No: ASC - R8

Purpose of Service:

Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria

Details of Proposed Reduction:

Supported Living Reduced Packages

To expand to Supported Living providers the roll out of the national 'Care Funding Calculator tool' (CFC) as the basis for negotiating with independent providers for high cost residential and nursing home placements to achieve reduced costs on existing placements. Target Group : Adult Mental Health (18), Learning Disabilities (194), Physical Disability (18).

This is currently been focused on residential care packages with a weekly cost of over £750 and is primarily related to Learning Disability, Mental Health and Physical Disability client groups. All existing and new Supported Living care packages over £750 will have been through the CFC by the end of 2011.

230 existing Supported Living care packages have been identified as requiring the CFC as part of reassessment, with a target of an overall 15% reduction in cost. These level of savings have been successfully achieved through application of the CFC in residential care, they do not change the level or quality of support but the cost of the package.

Type of Reduction (delete as appropriate)

Efficiency Cash Releasing

Service Implications (including impact on One Leicester) & link to SIEP (service plan)

Using the Care Funding Calculator will support ASC to have a consistent approach across the independent and voluntary sector market to prices to meet need. This is a tool used across the country and in the East Midlands is used by other councils to reduce prices effectively particularly with large national providers. It has already had significant success with providers in 10/11 and as more workers are trained on its application and will be using it for all existing and new high cost residential and nursing home packages will produce further savings.

Date of earliest implication/ date of proposed implication

Date:

Financial Implications of Proposal

2010-11

2011-12

2012-13

2013-14

Effects of Changes on budget

	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	8,196	0	0	0
Income	(3,151)	0	0	0
Net Total	5,045	(1,126)		
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)	N/A	0	0	0
Post(s) deleted (FTE)	N/A	0	0	0
Current vacancies (FTE)	N/A	0	0	0
Individuals at risk (FTE)	N/A	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

SERVICE AREA : Voluntary Sector Contracts		Proposal No: ASC – R9		
<u>Purpose of Service:</u> Provision of a range of services to ASC Service Users				
<u>Details of Proposed Reduction:</u>				
Voluntary Sector Contracts There will be a complete review of voluntary sector contracts to ensure a focus on prevention and reablement. This proforma shows a reduction of £200k but overall there will be an overall increase in investment in the voluntary sector in 2011/12 of £89k. There will be a significant change in the relationship between the council and the voluntary sector over the next few years as the council will move away from directly commissioned services. This will be replaced by personal budgets provided to service users who will decide what services to buy including those on offer from the voluntary sector.				
<u>Type of Reduction (delete as appropriate)</u> Efficiency Cash Releasing				
<u>Service Implications (including impact on One Leicester) & link to SIEP (service plan)</u>				
<u>Date of earliest implication/ date of proposed implication</u> Date:				
<u>Financial Implications of Proposal</u>				
	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Effects of Changes on budget				
	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	6,302	0	0	0
Income	(431)	0	0	0
Net Total	5,871	(200)		
Staffing Implications				
		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)	N/A	0	0	0
Post(s) deleted (FTE)	N/A	0	0	0
Current vacancies (FTE)	N/A	0	0	0
Individuals at risk (FTE)	N/A	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

SERVICE AREA : Transport	Proposal No: ASC – R10			
<u>Purpose of Service:</u> Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria				
<u>Details of Proposed Reduction:</u> Transport Transport to access services is currently commissioned on an individual basis. ASC is currently undertaking a transport review in conjunction with other divisions to improve the current arrangements for procurement of transport including use of in house services and taxis. In addition current taxis journeys commissioned for complex cases are being individually reviewed and lower process negotiated with taxi companies. Alongside this ASC is developing a model for delivering training for young people and people with disabilities to support them to use public transport. Target group : All service user groups				
<u>Type of Reduction (delete as appropriate)</u> Efficiency Cash Releasing				
<u>Service Implications (including impact on One Leicester) & link to SIEP (service plan)</u> Improved Procurement .This will be delivered by targeting high cost transport journeys and through the annual review/reassessment process negotiating with taxi companies reduced costs and through the new framework contract coordinated by Regeneration and Culture				
<u>Date of earliest implication/ date of proposed implication</u> Date:				
Date:				
<u>Financial Implications of Proposal</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Effects of Changes on budget				
	Existing Budget	Proposed Reduction		
Staff	0	0	0	0
Non Staff Costs	2,726	0	0	0
Income	0	0	0	0
Net Total	2,726	(200)		
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Current service staffing (FTE)	N/A	0	0	0
Post(s) deleted (FTE)	N/A	0	0	0
Current vacancies (FTE)	N/A	0	0	0
Individuals at risk (FTE)	N/A	0	0	0

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

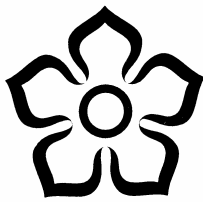
SERVICE AREA : Increased Income		Proposal No: ASC – R11			
<u>Purpose of Service:</u> Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria which are chargeable following financial assessment					
<u>Details of Proposed Reduction:</u>					
Increased Income					
The council currently provides some services 'free' and charges for others. This is incompatible with the introduction of personal budgets as it results in some service users subsidising others. In future all services will be charged at cost. This will increase income which will subsequently be put back into the monies available for distribution to all service users.					
<u>Type of Reduction (delete as appropriate)</u> Efficiency Cash Releasing					
<u>Service Implications (including impact on One Leicester) & link to SIEP (service plan)</u>					
<u>Date of earliest implication/ date of proposed implication</u> Date:					
<u>Financial Implications of Proposal</u>					
	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	
<u>Effects of Changes on budget</u>					
	<u>Existing Budget</u>	<u>Proposed Reduction</u>			
Staff	0	0	0	0	
Non Staff Costs	0	0	0	0	
Income	(2,377)	0	0	0	
Net Total	(2,377)	(500)			
<u>Staffing Implications</u>					
		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	
Current service staffing (FTE)	N/A	0	0	0	
Post(s) deleted (FTE)	N/A	0	0	0	
Current vacancies (FTE)	N/A	0	0	0	
Individuals at risk (FTE)	N/A	0	0	0	

ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11

SERVICE AREA : Continuing Health Care		Proposal No: ASC – R12			
<u>Purpose of Service:</u> Commissioning and contracting of care packages to meet assessed community care needs in line with ASC eligibility criteria which are chargeable following financial assessment					
<u>Details of Proposed Reduction:</u> Continuing Health Care Reduction in care packages where service users needs have increased and are now eligible for CHC funding which are funded by the NHS and free at the point of contact. Target Group : All service user groups					
<u>Type of Reduction (delete as appropriate)</u> Efficiency Cash Releasing					
<u>Service Implications (including impact on One Leicester) & link to SIEP (service plan)</u> Revised CHC guidance and supporting business processes for all care management teams and finance teams have been issued to ensure that those whose needs have increased, are prioritised for review and transferred to CHC funding responsibility					
<u>Date of earliest implication/ date of proposed implication</u> Date:					
Date:					
<u>Financial Implications of Proposal</u>		<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Effects of Changes on budget					
	Existing Budget	Proposed Reduction			
Staff	0	0	0	0	0
Non Staff Costs	0	0	0	0	0
Income	(2,675)	0	0	0	0
Net Total	(2,675)	(100)			
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	
Current service staffing (FTE)	N/A	0	0	0	
Post(s) deleted (FTE)	N/A	0	0	0	
Current vacancies (FTE)	N/A	0	0	0	
Individuals at risk (FTE)	N/A	0	0	0	

**ADULT SOCIAL CARE
BASE BUDGET REDUCTION PROPOSAL 2010-11**

SERVICE AREA : Operating Cost Reduction - Day Services		Proposal No: ASC – R13			
Purpose of Service: In House - directly provided day services operating and management costs					
Details of Proposed Reduction: Reduced cost – In House Day Services Reduction in operating costs including management costs for directly provided day services					
Type of Reduction (delete as appropriate) Efficiency Cash Releasing					
Service Implications (including impact on One Leicester) & link to SIEP (service plan) Improved efficiency of staffing costs, management staffing reduction due to vacancy control and reduction of other non service user costs					
Date of earliest implication/ date of proposed implication Date:					
Financial Implications of Proposal		<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Effects of Changes on budget					
	Existing Budget	Proposed Reduction			
Staff	1,207	0	0	0	0
Non Staff Costs	215	0	0	0	0
Income	(169)	0	0	0	0
Net Total	1,253	(85)			
Staffing Implications		<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	
Current service staffing (FTE)	N/A	0	0	0	0
Post(s) deleted (FTE)	N/A	0	0	0	0
Current vacancies (FTE)	N/A	0	0	0	0
Individuals at risk (FTE)	N/A	0	0	0	0



Leicester
City Council

MINUTE EXTRACT

Minutes of the Meeting of the HEALTH SCRUTINY COMMITTEE

Held: WEDNESDAY, 9 FEBRUARY 2011 at 6.00 pm

P R E S E N T :

Councillor Bayford- Chair
Councillor Manjula Sood – Vice Chair

Councillor Clayton
Councillor Cleaver

Councillor Gill
Councillor Newcombe

I N A T T E N D A N C E

Elaine Baker – Democratic Services Officer
Ivan Browne – Public Health Consultant with NHS Leicester City
Sarah Cooke – NHS Leicester City
Aileen Holyland – NHS Leicester City
Rod Moore – Deputy Director of Public Health and Health Improvement
Anita Patel – Members Support Officer
Rod Pearson – Head of Finance (Health and Wellbeing)
Tracie Rees – Director of Commissioning
Heather Roythorne-Finch – Local Involvement Network
Yasmin Surti – Planning & Service Development Officer (Learning Disabilities)
Ben Smith – Local Involvement Network

* * * * *

1. DECLARATIONS OF INTEREST

Councillor Bayford declared a personal interest in the general business of the meeting in that his wife was a salaried GP, although she was not a partner in the practice.

Councillor Manjula Sood declared personal interests, in relation to the general business of the meeting, in that she was a patron of CLASP, the Chair of the Leicester Council of Faiths and an ambassador for the East Midlands for Sporting England.

Councillor Newcombe declared a personal interest in agenda item 6, “2011/12 Budget Proposals – Adult Social Care”, as his partner worked for Adults and

Communities, and other family members also worked for the City Council.

5. 2011/12 BUDGET PROPOSALS - ADULT SOCIAL CARE

The Strategic Director Adults and Communities presented a report seeking the views of the Committee on the draft budget plans for the Adult Social Care divisions.

In presenting the report, the Head of Finance (Health and Wellbeing) drew particular attention to the following points:-

- The budget plan was a one-year strategy, in view of the on-going financial situation;
- The budget plan submitted showed reductions totalling approximately £3.8 million, which had been proposed in line with the “Putting People First” agenda;
- An important aim was to enable as many people as possible to keep living independently in their own homes. To assist in this, the Council was proposing significant investment in enablement and re-ablement services and assistive technology;
- In line with the personalisation approach, services would be charged at cost. The income would be re-cycled to service users through the Resource Allocation System;
- Commissioning was to be improved. This could include providing some services jointly with health authorities;
- The role of the voluntary sector was to change. However, there would be a net investment in that sector, as people with personal budgets often chose to use voluntary sector services;
- The cost to the Council of using taxis to transport service users was high. The use of personal budgets would help reduce this, as some people would be able to make their own transport arrangements more economically;
- The Council no longer had capital funds available to invest in their own care homes;
- It was anticipated that, over the next three years, fewer people would be entering long-term residential care, but would be using alternative forms of accommodation;
- The budget allocated for Home Care was shown as lower than the current year. This was primarily because this money was going into personal budgets. Service users would then decide how the money was spent and

it was very likely that much of it would continue to be spent on Home Care; and

- Service quality issues had been experienced with the Meals on Wheels service. Dis-investment in the service was being recommended. This also reflected the increased use of personal budgets and the choice this gave to people.

The following points were made during discussion on the proposals:-

- There was concern at the speed of the transformation of the service. Although there was an anticipated reduction in client numbers, it appeared to be causing an increase in costs;
- As service users would have a choice of where they spent their personal budgets, the Council needed to be careful how it set its charges. If they were too high, they would not be used, so alternative ways of financing those services would have to be found, or ultimately they could have to close;
- Personal budgets were allocated to people not receiving residential care according to assessed need. Therefore, the higher someone's needs, the higher the budget allocated;
- The actual number of people using personal budgets (following a full assessment and application of the Resource Allocation System) was believed to be less than 25% of the total number of service users;
- Some cases had been identified where Fair Access to Care criteria had wrongly categorised people as having critical or substantial needs. These cases were now being rectified;
- The use of personal budgets would enhance community cohesion, through the increased use of community services;
- There was some concern that personal budgets were not being properly explained, particularly to vulnerable older people, which could result in them feeling that the Council was not interested in them. Care therefore needed to be taken to ensure that communication with the budget holders and those caring for them was appropriate;
- The Council was doing a lot of work to direct people to services they needed. For example, a web site was being developed and brokerage services would be provided;
- In response to a question, it was noted that the pilot personal budget system was not the same as the current system. Under the pilot scheme, individuals had received direct payments of the amount needed to fund the level of the services they were receiving at that time, but they had not been

assessed through the use of the Resource Allocation System;

- Concerns that personal budgets could be misused by the families or carers of budget holders were acknowledged;
- Unfortunately, “double running costs” could not be avoided during the transition period when residential care homes and day centres were closed and current users transferred elsewhere. However, these would be one-off costs;
- The budget proposals were based on the transformation agenda and cuts in public expenditure, which in turn would affect the voluntary sector. Work was ongoing to determine what these effects would be; and
- In response to concern that any reduction in the voluntary sector could leave a gap in services that would affect many of the City’s residents, Members were reminded that the proposals presented were for a net investment in that sector.

RESOLVED:

- 1) that the Director of Corporate Governance be requested to circulate the additional papers relating to Adult and Social Care budget proposals being presented to the Overview and Scrutiny Management Board adjourned meeting on 15 February 2011 to members of this Committee and the Lead Member for Health and Community Safety as soon as they are available; and
- 2) that, in considering the draft budget plans for the Adult Social Care divisions, the Overview and Scrutiny Management Board be requested to take account of the comments recorded above.

HOUSING RELATED SUPPORT (SUPPORTING PEOPLE) FUND

DRAFT BUDGET STRATEGY

2011/12 – 2013/14

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Section 5	Growth Proformas	15-16
Section 6	Reduction Proformas	17-30
Section 7	EIA Proformas	31-45

1.1 Purpose of Report

1.1.1 This reports sets out the actions required to make reductions of 15% in year 1 and 7.5% in years 2 and 3 for services funded from the former Supporting People grant.

1.2. Summary

1.2.1 The original Supporting People funding was originally a ring fenced grant to provide housing related support, which all statutory agencies could use to improve support for people with mental health problems, learning difficulties, substance misuse problems, ex offenders and homeless people.

1.2.2 The administration of the grant was originally overseen by the Supporting People Commissioning Board made up of the key partners. This Board has now been disbanded and in future decision relating to the commissioning of housing related support will be made by the multi-agency statutory Health and Wellbeing Board, which is in the process of being set up. Meantime an internal Delivery Group consisting of Divisional Directors who have internal or commissioned services funded from the monies will make recommendations to Cabinet where decisions are needed, pending the implementation of the Health & Well Being Board.

1.2.3 The ring fence for the Supporting People funding was removed on 1st April 2010, although the Department Communities and Local Government (DCLG), still dictated how the grant would be spent. However, with effect from 1st April 2011, all conditions have been removed and the monies will form part of the Revenue Support Grant awarded to the Council.

1.2.4 This report sets out the proposals to achieve the housing related support savings in line with wider local authority funding reductions and identifies key actions needed in order to achieve the required reductions in 2011/2012. Further work is required to identify savings for year 2 & 3.

1.2.5 The recommendations contained within this report are not duplicated in any of the divisional budget proposals.

1.3. Report

1.3.1 Housing Related Support currently funds a range of in-house and externally commissioned services for people with housing related support needs.

1.3.2 The current budget allocation for 2010/11 is £13,713,000, following the Comprehensive Spending Review announcements, the reductions of funds have been modelled on achieving savings of 15% in year 1 and 7.5% in years 2 and 3 (detailed in fig 1).

	2010/11	2011/12 (Year 1)	2012/13 (Year 2)	2013/14 (Year 3)
Income	13,713,000	11,656,050	10,627,575	9,599,100
Target Percentage Reduction	N/A	15%	7.5%	7.5%
Overall Required	N/A	2,056,950	1,028,475	1,028,475

(Figure 1)

1.3.3 To achieve these reductions the Delivery Group met to agree a shared and co-ordinated approach to support the decision making process across divisions. This resulted in a desk top evaluation of all services using the following principles:

- Application of corporate commissioning principles
- Review of the evidence base on the impact on outcomes
- Analysis of risk and direct and indirect impact
- Identification of reduction opportunities through improved procurement and price negotiation
- Incorporation of existing business intelligence and market position based on previous cost reductions

1.3.4 Alongside this, a prioritisation process was applied to all services based on a broader set of principles (**see appendix A**), the result of which can be applied if further efficiencies are required. Consideration was also given to the inter related impact on individual divisional budget reduction proposals to identify where double counting or impact/risk might be greater as a result of divisional proposals and strategies. An example of this was to ensure alignment with the ASC 3 year strategy where a significant shift to prevention and early intervention and associated re-design programme needs to be aligned with future housing related support requirements.

1.3.5 As a result of this exercise Cabinet are recommended to agree and support the proposals to achieve the required savings in year 1 (see section 4).

A) To support the procurement of homeless services, following a strategic review to enable efficiencies to be realised from the second quarter of 2011/12. The review identified the types of services that needed to be commissioned, and those that were no longer required. This includes the need to reduce the number of hostel places in the City, as there was found to be an over supply with up to 25% of the residents circulating around the system, whereas people should be supported to gain independent accommodation and supported to move on asap.

On 24th May 2010 a Single Access Referral (SAR) point was introduced, with access only being given to City Council hostels 123 bed spaces via the Housing Options service to ensure people are eligible, appropriately placed and are supported to move on. On average only 30% of people placed were statutory homeless cases and the remainder were homeless and needed support. The largest group were ex-offenders. No cases were found to be rough sleeping as a result of being refused entry via the SAR.

The Council's hostels are introducing Pathway Planning from 1/1/2011, which focuses support on getting people out of hostels and into independent living. This will result in more efficient use of hostel bedspaces and increase capacity. The strategic review envisaged this could allow some bedspaces to be closed including the internal hostels at Upper Tichbourne Street in year 1 and Lower Hastings Street in year 2. However, In view of the uncertainty around levels of single homelessness in the coming months it is proposed to continue to run Upper Tichbourne Street using Homelessness Grant funds.

Three voluntary sector hostel providers have joined the SAR scheme, with more to be included in 2011 and a growth bid has been proposed to enable this service to be extended (see attached SPG1). Prior to the SAR, there was evidence that the districts would refer people with high needs to the City's hostels to access other services, such as mental health support.

B) To negotiate a 15% reduction to contract values for services outside of the procurement exercise implemented from April 2011 to achieve the necessary year 1 savings.

Discussions have already taken place with external providers who are aware of the Comprehensive Spending Review (CSR) and therefore are generally expecting budgetary reductions to their contracts. If negotiations fail to result in the required reductions then action could be taken to terminate the contract and re-procured as required. Due to the changes required by the 31st March 2011, there may be a risk to the full year's savings not being achieved if the contracts cannot be reduced in time.

1.3.6 This approach takes into account the range of exercises that have been applied historically meaning efficiencies are likely to be manageable in different sectors as detailed in figure 2. (see base budget reduction proformas - section 6).

	2010/11	2011/12 (Year 1)	2012/13 (Year 2) cumulative	2013/14 (Year 3)
Divisional Director	Current spend	Proposed saving	Proposed	Proposed
Housing	6,544,984 (made up of internal and external services)	630,586 (internal services) 389,765 (externally contracted services)	1,290,351	
Community Safety	2,025,849	314,190 (externally contracted services)	399,190	
ASC	4,627,974	227,714 (internal services)	821,123	

		393,409 (externally contracted services)		
CYPS	507,117	15,866 (internal services) 20,241 (externally contracted services)	86,107	
Misc	282,096	5,451	55,451	
Growth (SPG1)	SAR Development	(100,000)		
Total	13,713,000	1,897,222	2,652,222	

Figure 2

1.3.7 The impact of the CSR on wider council services and the budget reduction exercise undertaken within divisions will be included in the Prevention and Intervention Strategy. This will encompass housing related support, which is one of the key elements to enable people to remain independent in their own home, and therefore potentially reduce the cost on other services, such as homelessness, adult social care and health. The strategy will also form a critical part of delivering the budget reductions and priorities for years 2 and 3.

1.3.8 For the majority of the services affected by the above proposals, the contracts end on the 31st March 2011. Therefore a waiver will be required to extend contracts to allow time for new contracts to be implemented and the strategic review to be completed.

1.3.9 The Housing Related Support Team has historically been part funded by the Council as well as a Government Administration Grant. The Government Grant was withdrawn in April 2010 and the loss has been absorbed through non-replacement of staff.

1.4. Consultation

1.4.1 Consultation has been undertaken with the Divisional Directors affected who services are affected by the reductions, and they are in agreement to the proposals outlined in this report and were asked to brief their Lead Cabinet Member on the implications.

1.4.2 An outline of the CSR was presented to the Housing Related Support Provider Forum on the 7th December 2010, in terms of a 15% reduction in year 1, followed by a 7.5% cut in year 2 & 3. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.

1.4.3 Members of the former Supporting People Commissioning Body, which has now been disbanded, are also aware of the overall reductions required, although they have not been briefed on specific reductions at this time.

Individual meetings will need to be arranged with the external stakeholders as soon as possible to share the overall nature of the proposals.

1.5. Financial, Legal & Climate Change Implications

Financial (Rod Pearson, Head of Finance, Ext 29 8800)

- 1.5.1 Supporting People was originally ring fenced and then became part of the wider Area Based Grant. From next year it will be received through Revenue Support Grant.
- 1.5.2 Work around making savings was done in the belief that there would be a need to make 30% savings across the next three years with 15% being required in year 1 and 7.5% in each of the next two years. Thus proposals for making £1.897m of savings in year 1 are included in this report. This will reduce the budget in 2011/12 to £11,816,000.
- 1.5.3 Further work is required to find the additional savings required for years 2 and 3.

1.6. Legal (Joanna Bunting, Head of Commercial and Property Law, Ext 29 6450)

1.6.1 The efficiency proposals comprise:

- (1) Continuing the competitive re-procurement of the homelessness related support (and therefore curtailing the extension of contracts on current terms).
- (2) Re-provisioning off Frameworks at a lower volume when current orders expire on 31 March 2011.
- (3) Negotiating lower price/volume arrangements with non Framework suppliers.

A legal risk assessment should be undertaken against (1) public law issues (such as the existence of any legitimate expectation of future supply and (2) procurement risk in negotiating changed contracts

It is also recommended that an Equalities Impact Assessment be undertaken.

1.7. Climate Change (Helen Lansdown, Senior Environmental Consultant (Sustainable Procurement Ext: 29 6770)

1.7.1 This report does not contain any significant climate change implications and therefore should not have a detrimental effect on the Council's climate change targets.

Equal Opportunities	Yes	See attached EIA proformas
OTHER IMPLICATIONS	YES/NO	Paragraph References
Policy	Yes	Within Supporting information
		Procurement rules

		corporate/EU
Sustainable and Environmental	No	
Crime and Disorder	No	
Human Rights Act	No	
Elderly/People on Low Income	No	
Corporate Parenting duties	No	

Each funded service has been scored against a range of key headings to support a prioritisation process.

Consideration	Explanation	Scoring details where applied
Statutory Responsibility	There is no statutory responsibility to provide HRS services. However, there are certain client groups that have close links to supporting a statutory duty. These links have been noted.	1 point per statutory link
Cap Gemini Cost Benefit Tool	The cost benefit has been calculated per service (based on the overall client group the tool calculates)	0 = negative benefits 1 = £0- £10k 2 = £10k – £20k 3 = £20k+
Other Funding	Notes wider funding going into the service. For the purpose of this exercise it has been considered a risk to the wider funding and therefore the service should the HRS element be withdrawn/reduced.	1 = If other funding contributions
Strategic Links	Acknowledges each service's links to wider strategies/plans.	0 = No known links 1 = An inferred reference 2 = A strong referenced
Risk to Customers	Applied directly from the prioritisation process within the SP 5-year strategy that evaluated the risk to customers (to themselves or them to the wider public), by client group should a service be reduced/withdrawn.	0 = Low or No 1 = Medium 3 = High
Consideration	Explanation	Scoring details where applied
Equality Impact/Inclusion	All services have been recorded as having a potential equality impact should there be any service change/reduction given due to the breadth of vulnerable clients served.	N/A

Contract Implication	Notes the current contract/agreement end date.	N/A
Service usage	Highlights the average utilisation (usage) of services based on provider performance indicator returns.	N/A
Regional Benchmarking	Highlights the comparison of regional v Leicester weekly unit cost by service.	N/A
Service Outcomes	Information not considered (as yet) due to issues with the data collection	N/A

Please note that the measurement of need is a key component within any prioritisation process. However, until updated needs data is determined by the proposed accelerated strategy development there is the basic assumption that all services are needed in line with previous strategic reviews / contract management visits.

Section 2. Risk Analysis

Budget Reductions:

The provision of Housing Related Supported services are not a statutory requirement and therefore the local authority is not required to provide them. However, they do enable people to maintain independence in the community and prevent tenancy failure and homelessness.

A range of proposals have been put forward in order to ensure that there is not an over commitment of funds during 2011/12 onwards, as the monies to the Council reduce. This includes the re-procurement of some services and the reduction of contract values for others. Market testing and discussions with provider's shows that contracts can be reduced, whilst service levels are generally maintained.

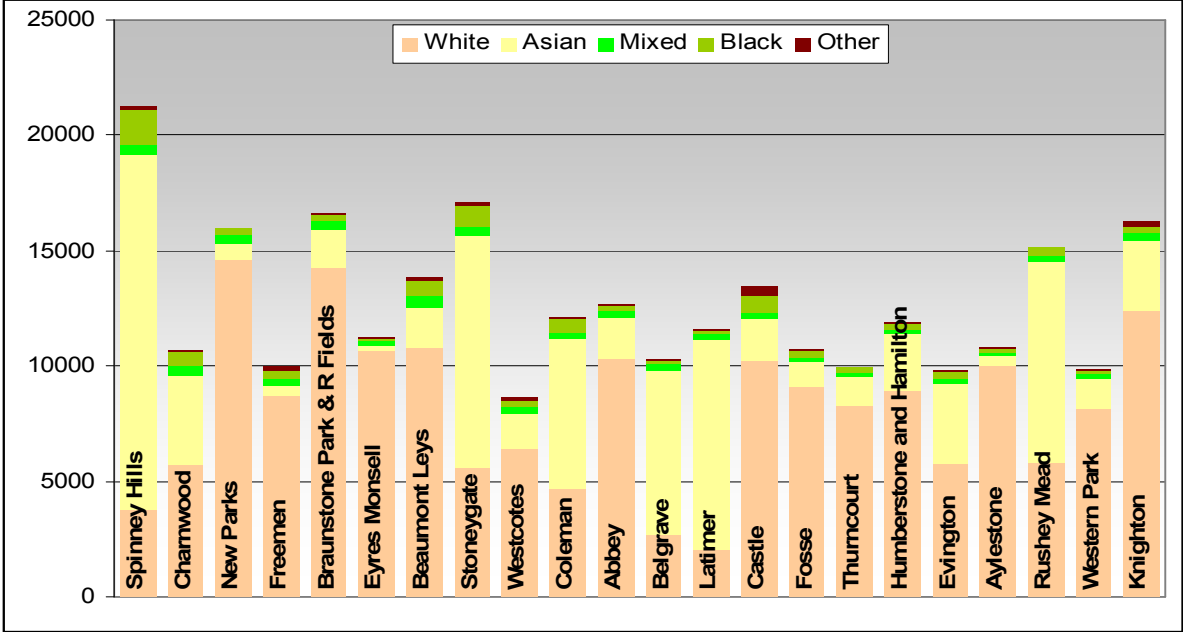
Ultimately the Council has the option not to procure services if the contract reductions cannot be made or to terminate or vary existing contracts if necessary.

Section 3. Overarching Housing Related Support Equality Impact Assessment

Race equality	Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?
	Your assessment of impact/risk: From client record data completed by the majority of housing related support schemes in March 2010 suggests that schemes are utilised by all sections of the communities represented in Leicester City. There are however significant variances between communities. There are a number of Black & Minority Ethnic specific housing related support services that will be affected by this exercise directly. Negotiations will take place with these providers seeking efficiencies in the same way as non BME schemes.
	If there is a negative impact, what can be done to reduce or remove the negative impact? To ensure schemes are positively promoting their services for all communities they are required to fulfil the Fair Access Diversity & Inclusion element of the Quality Framework applicable to this market. This framework requires the service to apply a range of practices in relation to equality. It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.
	If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?
	Your assessment of impact/risk: N/A
Gender equality	Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?
	Your assessment of impact/risk: From client record data completed by the majority of housing related support schemes in March 2010 suggests that schemes are utilised by 49%/51% female/male clients respectively.
	If there is a negative impact, what can be done to reduce or remove the negative impact? The above statistics imply fair access us being given to both

	<p>genders. The aforementioned Quality Framework will again ensure that schemes are positively promoting their services in relation to both genders.</p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>
Disability equality	<p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p>
	<p>Your assessment of impact/risk It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact? See above.</p>
Community Cohesion	<p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>
	<p>Your assessment of impact/risk It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact? See above.</p>

Ethnic composition of the population by ward



Section 4. Summary of Growth and Reduction Items

Budget Growth & Reduction Proposals - Commissioning & Business Support Division

		2011/12 £000	2012/13 £000	2013/14 £000
	Growth Proposals			
SPG1	Development of the Single Access & Referral Service	100	100	100
	Total Growth	100	100	100
	Reduction Proposals			
SPR1	DV service 15% efficiencies	(20)		
SPR3	Homeless Procurement efficiencies	(683)		
SPR4	Sheltered Housing 15% efficiencies	(138)		
SPR5	Supported Housing 15% efficiencies	(460)		
SPR6	STAR service 15% efficiencies	(350)		
SPR7	General Prevention FS (external) 15% efficiencies	(15)		
SPR8	Cease funding for Upper Tichborne Street Hostel	(332)		
	Total Reductions	(1,998)	0	0
	Net Growth (Reduction)	(1,898)	100	100

Section 5. Budget Growth Proposals

Strategic Commissioning Adult Social Care BASE BUDGET GROWTH PROPOSAL 2011-12

SERVICE AREA: <i>Single Access & Referral Point</i>	Proposal No: SPG1			
<p><u>Details of Proposed Project(s) Growth:</u></p> <p>A Strategic Review of Homeless Services was undertaken during 2009-10. Recommendations included the introduction of a Single Access & referral (SAR) as an integral part of a New Homeless Pathway in Leicester City. The SAR has been set up in Housing Options to effectively manage the assessment and placement of homeless people in LCC hostels.</p>				
<u>Type of Growth (delete as appropriate)</u>				
Service Improvement				
<u>Service implications (including impact on One Leicester) & link to SIEP (service plan)</u>				
<p>The pilot SAR in operation to date has been successfully managing referrals into LCC hostels with positive results in driving efficiencies alongside more appropriate placements in hostel provision. The extension of the SAR will support this arrangement to take place for externally funded hostel places and fully commit to the recommendations of the strategic review.</p>				
<u>Date of earliest implication/ date of proposed implication</u>				
				Date: <input style="width: 100px; height: 20px;" type="text"/>
<u>Financial Implications of Proposal</u>	<u>2010-11</u> <u>£000s</u>	2011-12 £000s	<u>2012-13</u> <u>£000s</u>	<u>2013-14</u> <u>£000s</u>
<i>Effects of Changes on budget</i>				
	Existing Budget	Proposed Addition		
Staff				
Non Staff Costs				

Income				
Net Total	0	100	100	100
Staffing Implications		2011-12	2012-13	2013-14
<i>Current service staffing (FTE)</i>				
<i>Extra post(s) (FTE)</i>		2	2	2

Section 6. Budget Reduction Proposals

Strategic Commissioning Adult Social Care BASE BUDGET REDUCTION PROPOSAL 2011-12

SERVICE AREA: Domestic Violence				Proposal No: SPR1													
Purpose of Service The Housing Related Support ABG (previously Supporting People) funded a range of services for adults with housing related support needs. Service types include accommodation based and floating support services (including community alarms)																	
<table border="1"> <tr> <td colspan="6"><u>Details of Proposed Reduction:</u> Specific efficiency reductions to one particular service that provides floating support to women at risk of domestic violence. This service to date has not been asked directly to consider a 15 % reduction on their current contract value. Therefore there is a need to negotiate a 15% reduction on the 11/12 contract value. An outline of the Comprehensive Spending Review was presented to the Housing Related Support Provider Forum on the 7th December 2010, in terms of a 15% reduction in year 1, followed by a 7.5% cut in year 2 & 3. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.</td> </tr> </table>						<u>Details of Proposed Reduction:</u> Specific efficiency reductions to one particular service that provides floating support to women at risk of domestic violence. This service to date has not been asked directly to consider a 15 % reduction on their current contract value. Therefore there is a need to negotiate a 15% reduction on the 11/12 contract value. An outline of the Comprehensive Spending Review was presented to the Housing Related Support Provider Forum on the 7 th December 2010, in terms of a 15% reduction in year 1, followed by a 7.5% cut in year 2 & 3. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.											
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<u>Type of Reduction (delete as appropriate)</u>																	
Efficiency																	
<u>Service Implications (including impact on One Leicester) & link to SIEP (service plan)</u>																	
<table border="1"> <tr> <td colspan="6">Negotiations with providers will determine whether they can achieve a 15% efficiency without or minimal service implications.</td> </tr> <tr> <td colspan="6">The key performance indicator for the service is NI142- Percentage of vulnerable people who are supported to maintain independent living.</td> </tr> </table>						Negotiations with providers will determine whether they can achieve a 15% efficiency without or minimal service implications.						The key performance indicator for the service is NI142- Percentage of vulnerable people who are supported to maintain independent living.					
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<u>Date of earliest implication/ date of proposed implication</u>																	
					Date:	01/04/2011											
<u>Financial Implications of Proposal</u>				<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>										
				£000s	£000s	£000s	£000s										
<i>Effects of Changes on budget</i>																	
				Existing Budget	Proposed Reduction												
Staff																	

Non Staff Costs				
Income				
Net Total (*current full year contract expenditure)	133,333*	20,000		
Staffing Implications		2011-12	2012-13	2013-14
Current service staffing (FTE)		Note		
Post(s) deleted (FTE)		Non-LCC		
Current vacancies (FTE)		Staff		
Individuals at risk (FTE)				

**Strategic Commissioning Adult Social Care
BASE BUDGET REDUCTION PROPOSAL 2011-12**

<i>SERVICE AREA: Homelessness</i>		Proposal No: SPR3		
<i>Purpose of Service</i>				
<p>The introduction of the new homeless pathway was proposed following an evidence-based strategic review of homeless services.</p> <p>The re-commencement of the procurement of the homeless pathway supports the new structure being implemented whilst achieving considerable savings.</p>				
<u>Details of Proposed Reduction:</u>				
<p>The exercise is due to achieve efficiencies of 683,474 on externally contracted services. Due to the postponement and some required changes to the procurement documentation savings will only begin to be realised part-way through the 2011/12 financial year and thereafter. The proposed efficiency therefore reflects a 9mth saving.</p> <p>An outline of the Comprehensive Spending Review was presented to the Housing Related Support Provider Forum on the 7th December 2010. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.</p>				
<u>Type of Reduction (delete as appropriate)</u>				
Efficiency				
<u>Service Implications (including impact on One Leicester) & link to SIEP (service plan)</u>				
<p>The new Homeless Pathway introduces a new structure to Leicester's homeless services providing a clearer access route through a single access & referral point and a clearer pathway thereafter. This subjects the external services to competitive tender and drives the required efficiencies/market shaping whilst retaining the level of service required.</p> <p>The key performance indicator for these services is NI141: % service users who have moved on in a planned way.</p>				
<u>Date of earliest implication/ date of proposed implication</u>				
			Date: <input type="text" value="01/07/2011"/>	
<u>Financial Implications of Proposal</u>	<u>2010-11 £000s</u>	<u>2011-12 £000s</u>	<u>2012-13 £000s</u>	<u>2013-14 £000s</u>
<i>Effects of Changes on budget</i>				
	Existing Budget	Proposed Reduction		

Staff				
Non Staff Costs				
Income				
Net Total (*current full-year contract expenditure)	3,456,858*	683,474	50,000	0
Staffing Implications		2011-12	2012-13	2013-14
<i>Current service staffing (FTE)</i>		<i>Note</i>		
<i>Post(s) deleted (FTE)</i>		<i>Non-LCC</i>		
<i>Current vacancies (FTE)</i>		<i>Staff</i>		
<i>Individuals at risk (FTE)</i>				

**Strategic Commissioning Adult Social Care
BASE BUDGET REDUCTION PROPOSAL 2011-12**

SERVICE AREA: Sheltered Housing Provision for Housing Related Support Services		Proposal No: SPR4			
Purpose of Service The Housing Related Support ABG (previously Supporting People) funded a range of services for adults with housing related support needs. Service types include accommodation based and floating support services (including community alarms)					
<table border="1"> <tr> <td> <p><u>Details of Proposed Reduction:</u> Sheltered Housing - Long-term services to date have not been asked directly to consider a 15 % reduction on their current contract value. Therefore there is a need to negotiate a 15% reduction on the 11/12 contract value.</p> <p>An outline of the Comprehensive Spending Review was presented to the Housing Related Support Provider Forum on the 7th December 2010, in terms of a 15% reduction in year 1, followed by a 7.5% cut in year 2 & 3. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.</p> </td> </tr> </table>					<p><u>Details of Proposed Reduction:</u> Sheltered Housing - Long-term services to date have not been asked directly to consider a 15 % reduction on their current contract value. Therefore there is a need to negotiate a 15% reduction on the 11/12 contract value.</p> <p>An outline of the Comprehensive Spending Review was presented to the Housing Related Support Provider Forum on the 7th December 2010, in terms of a 15% reduction in year 1, followed by a 7.5% cut in year 2 & 3. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.</p>
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<u>Type of Reduction (delete as appropriate)</u>					
Efficiency					
<u>Service Implications (including impact on One Leicester) & link to SIEP (service plan)</u>					
<table border="1"> <tr> <td> <p>Negotiations with providers will determine whether they can achieve a 15% efficiency without or minimal service implications.</p> <p>The key performance indicator for these services is NI142- Percentage of vulnerable people who are supported to maintain independent living – to date services have consistently achieved the targets set.</p> <p>These schemes are made up of both LCC & external organisations.</p> </td> </tr> </table>					<p>Negotiations with providers will determine whether they can achieve a 15% efficiency without or minimal service implications.</p> <p>The key performance indicator for these services is NI142- Percentage of vulnerable people who are supported to maintain independent living – to date services have consistently achieved the targets set.</p> <p>These schemes are made up of both LCC & external organisations.</p>
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<u>Date of earliest implication/ date of proposed implication</u>					
				Date: <input type="text" value="01/04/2011"/>	
<u>Financial Implications of Proposal</u>	<u>2010-11 £000s</u>	<u>2011-12 £000s</u>	<u>2012-13 £000s</u>	<u>2013-14 £000s</u>	
<i>Effects of Changes on budget</i>					
	Existing Budget	Proposed Reduction			
Staff					
Non Staff Costs					
Income					

Net Total (*current full year contract expenditure)	917,253*	137,588		0
Staffing Implications		2011-12	2012-13	2013-14
<i>Current service staffing (FTE)</i>		2		
<i>Post(s) deleted (FTE)</i>		2		
<i>Current vacancies (FTE)</i>				
<i>Individuals at risk (FTE)</i>		2		

**Strategic Commissioning Adult Social Care
BASE BUDGET REDUCTION PROPOSAL 2011-12**

SERVICE AREA: Supported Housing and Floating Support (LD, MH, Phys/Dis)		Proposal No: SPR5			
Purpose of Service The Housing Related Support ABG (previously Supporting People) funded a range of services for adults with housing related support needs. Service types include accommodation based and floating support services (including community alarms)					
<table border="1"> <tr> <td> <p><u>Details of Proposed Reduction:</u> Supported Housing and Floating Support (Learning Disabilities, Mental Health & Learning Difficulties - Long-term services to date have not been asked directly to consider a 15 % reduction on their current contract value. Therefore there is a need to negotiate a 15% reduction on the 11/12 contract value.</p> <p>An outline of the Comprehensive Spending Review was presented to the Housing Related Support Provider Forum on the 7th December 2010, in terms of a 15% reduction in year 1, followed by a 7.5% cut in year 2 & 3. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.</p> </td> </tr> </table>					<p><u>Details of Proposed Reduction:</u> Supported Housing and Floating Support (Learning Disabilities, Mental Health & Learning Difficulties - Long-term services to date have not been asked directly to consider a 15 % reduction on their current contract value. Therefore there is a need to negotiate a 15% reduction on the 11/12 contract value.</p> <p>An outline of the Comprehensive Spending Review was presented to the Housing Related Support Provider Forum on the 7th December 2010, in terms of a 15% reduction in year 1, followed by a 7.5% cut in year 2 & 3. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.</p>
<p><u>Details of Proposed Reduction:</u> Supported Housing and Floating Support (Learning Disabilities, Mental Health & Learning Difficulties - Long-term services to date have not been asked directly to consider a 15 % reduction on their current contract value. Therefore there is a need to negotiate a 15% reduction on the 11/12 contract value.</p> <p>An outline of the Comprehensive Spending Review was presented to the Housing Related Support Provider Forum on the 7th December 2010, in terms of a 15% reduction in year 1, followed by a 7.5% cut in year 2 & 3. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.</p>					
<u>Type of Reduction (delete as appropriate)</u>					
Efficiency					
<u>Service Implications (including impact on One Leicester) & link to SIEP (service plan)</u>					
<table border="1"> <tr> <td> <p>Negotiations with providers will determine whether they can achieve a 15% efficiency without or minimal service implications. Please note that Adult Social Care have had successful negotiations with the same providers to reduce the cost of the care element of customer packages.</p> <p>The key performance indicator for these services is NI142- Percentage of vulnerable people who are supported to maintain independent living – to date services have consistently achieved the targets set.</p> </td> </tr> </table>					<p>Negotiations with providers will determine whether they can achieve a 15% efficiency without or minimal service implications. Please note that Adult Social Care have had successful negotiations with the same providers to reduce the cost of the care element of customer packages.</p> <p>The key performance indicator for these services is NI142- Percentage of vulnerable people who are supported to maintain independent living – to date services have consistently achieved the targets set.</p>
<p>Negotiations with providers will determine whether they can achieve a 15% efficiency without or minimal service implications. Please note that Adult Social Care have had successful negotiations with the same providers to reduce the cost of the care element of customer packages.</p> <p>The key performance indicator for these services is NI142- Percentage of vulnerable people who are supported to maintain independent living – to date services have consistently achieved the targets set.</p>					
<u>Date of earliest implication/ date of proposed implication</u>					
				Date: <input type="text" value="01/04/2011"/>	
<u>Financial Implications of Proposal</u>	<u>2010-11</u> <u>£000s</u>	<u>2011-12</u> <u>£000s</u>	<u>2012-13</u> <u>£000s</u>	<u>2013-14</u> <u>£000s</u>	
<i>Effects of Changes on budget</i>					
	Existing Budget	Proposed Reduction			
Staff					
Non Staff Costs					
Income					

Net Total (*current full year contract expenditure)	3,064,713*	459,707		0
Staffing Implications		2011-12	2012-13	2013-14
Current service staffing (FTE)		Note		
Post(s) deleted (FTE)		Non-LCC		
Current vacancies (FTE)		Staff		
Individuals at risk (FTE)				

**Strategic Commissioning Adult Social Care
BASE BUDGET REDUCTION PROPOSAL 2011-12**

SERVICE AREA STAR		Proposal No: SPR6			
Purpose of Service					
<p>STAR (Supporting Residents And Tenants) offers short term, one to one support at home for vulnerable tenants who may be at risk of losing their homes through debt, ill health , chaotic life styles, inability to cope. STAR supports families, single people and older people, gypsies and travellers, and people with substance use issues, who have been homeless, or who are likely to become homeless without support. STAR is contracted to work with 730 vulnerable people at any one time, and supports over 1200 people. p/a</p>					
Details of Proposed Reduction:					
<p>The proposal is to reduce the service expenditure by 15% / 350k. This equates to reducing the staffing establishment by 13.5 staff, 13 of these currently hold temporary contracts. None of the STAR offices will close but operating hours will be reduced. An outline of the Comprehensive Spending Review was presented to the Housing Related Support Provider Forum on the 7th December 2010, in terms of a 15% reduction in year 1, followed by a 7.5% cut in year 2 & 3. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.</p>					
Type of Reduction (delete as appropriate)					
Service Reduction / Efficiency					
Service Implications (including impact on One Leicester) & link to SIEP (service plan)					
<p>Will be a reduction of 120 cases supported at any given time resulting in approximately a reduction of 225 cases per year. The key performance indicator for the service is NI142- Percentage of vulnerable people who are supported to maintain independent living. The STAR service achieved 99.28% success rate 09/10. There may be impacts on other service areas if people fail to keep their tenancies (for example Adults Social care , CYPS, Crime and Disorder , and Health and Well-being)</p>					
Date of earliest implication/ date of proposed implication					
Date: 1/4/2011					
Financial Implications of Proposal		2010-11	2011-12	2012-13	2013-14
		£000s	£000s	£000s	£000s
Effects of Changes on budget					
	Existing Budget	Proposed Reduction			
Staff					
Non Staff Costs					
Income					

Net Total SP grant aid	2.330,514	350		
Staffing Implications		2011-12	2012-13	2013-14
<i>Current service staffing (FTE)</i> 70		56.5		
<i>Post(s) deleted (FTE)</i>		13.5		
<i>Current vacancies (FTE)</i> 12.5				
<i>Individuals at risk (FTE)</i> .5				

**Strategic Commissioning Adult Social Care
BASE BUDGET REDUCTION PROPOSAL 2011-12**

SERVICE AREA: External Floating Support (General Prevention)		Proposal No: SPR7			
Purpose of Service					
<p>The Housing Related Support ABG (previously Supporting People) funded a range of services for adults with housing related support needs. These include services for young people at risk, adults with disabilities, older persons and offenders, amongst others. Service types include accommodation based and floating support services (including community alarms)</p>					
Details of Proposed Reduction:					
<p>External Floating Support Services have not been asked directly to consider a 15 % reduction on their current contract value. Therefore there is a need to negotiate a 15% reduction on the 11/12 contract value</p> <p>An outline of the Comprehensive Spending Review was presented to the Housing Related Support Provider Forum on the 7th December 2010, in terms of a 15% reduction in year 1, followed by a 7.5% cut in year 2 & 3. Generally, those present accepted that there would be a reduction in the contract values and were open to negotiations to reduce costs.</p>					
Type of Reduction (delete as appropriate)					
Efficiency					
Service Implications (including impact on One Leicester) & link to SIEP (service plan)					
<p>Negotiations with providers will determine whether they can achieve a 15% efficiency without or minimal service implications.</p> <p>The key performance indicator for these services is NI142- Percentage of vulnerable people who are supported to maintain independent living – to date services have consistently achieved the targets set.</p>					
Date of earliest implication/ date of proposed implication					
				Date: 01/04/2011	
Financial Implications of Proposal		2010-11 £000s	2011-12 £000s	2012-13 £000s	2013-14 £000s
Effects of Changes on budget					
	Existing Budget	Proposed Reduction			
Staff					
Non Staff Costs					
Income					

Net Total (*current full year contract expenditure)	98,240*	14,736		0
Staffing Implications		2011-12	2012-13	2013-14
<i>Current service staffing (FTE)</i>		<i>Note</i>		
<i>Post(s) deleted (FTE)</i>		<i>Non-LCC</i>		
<i>Current vacancies (FTE)</i>		<i>Staff</i>		
<i>Individuals at risk (FTE)</i>				

**Strategic Commissioning Adult Social Care
BASE BUDGET REDUCTION PROPOSAL 2011-12**

SERVICE AREA <i>Hostels</i>		Proposal No: SPR8	
Purpose of Service			
The Council runs 4 short stay hostels which, provide in total 128 bed spaces for single people and couples who are found to be homeless and have support needs.			
Proposal			
Cease funding to Upper Tichbourne Street Hostel			
Type of Reduction (delete as appropriate)			
Service Reduction/efficiency			
Service Implications			
<p>The Strategic Review of Homelessness Services suggested that less hostel bed spaces are needed in Leicester. New working practices have been introduced within the Housing Strategy and Options Division to make more efficient use of the Council's own hostels. The work includes better targeting of who is offered accommodation and in- hostel support which focuses on move-on. The aim is to reduce people's length of stay to that which is appropriate.</p> <p>All access to Council's hostels is now through Housing Options. As part of the budget proposals a full Single Access and Referral point (SAR) will be set up in Housing Options and all voluntary sector hostels will be required to refer their vacancies to this, including 140 assessment and progress bed spaces for homeless single people. It is expected that effective management across both the council and voluntary sector hostels will reduce the overall need for homeless hostel bed spaces to achieve the desired savings.</p> <p>However in the current economic climate it is difficult to predict future demand pressures. It is therefore proposed to fund Upper Tichbourne hostel through the homeless grant to provide a safety net during a time of uncertainty about the future levels of single homelessness in the City (See Housing Strategy and Options budget proposal G3)</p>			
Date of earliest implication/ date of proposed implication			
Date: 1/4/2011			
Financial Implications of Proposal		<u>2010-11</u> <u>£000s</u>	<u>2011-12</u> <u>£000s</u>
			<u>2012-13</u> <u>£000s</u>
Effects of Changes on budget			
	Existing Budget	Proposed Reduction	
Staff			
Non Staff Costs			
Income			

Net Total from SP	Grant aid	332	332	332
Staffing Implications			2011-12	2012-13
<i>Current service staffing (FTE)</i>				
<i>Post(s) deleted (FTE)</i>				
<i>Current vacancies (FTE) (agency, secondment and temp appointments)</i>				
<i>Individuals at risk (FTE)</i>				

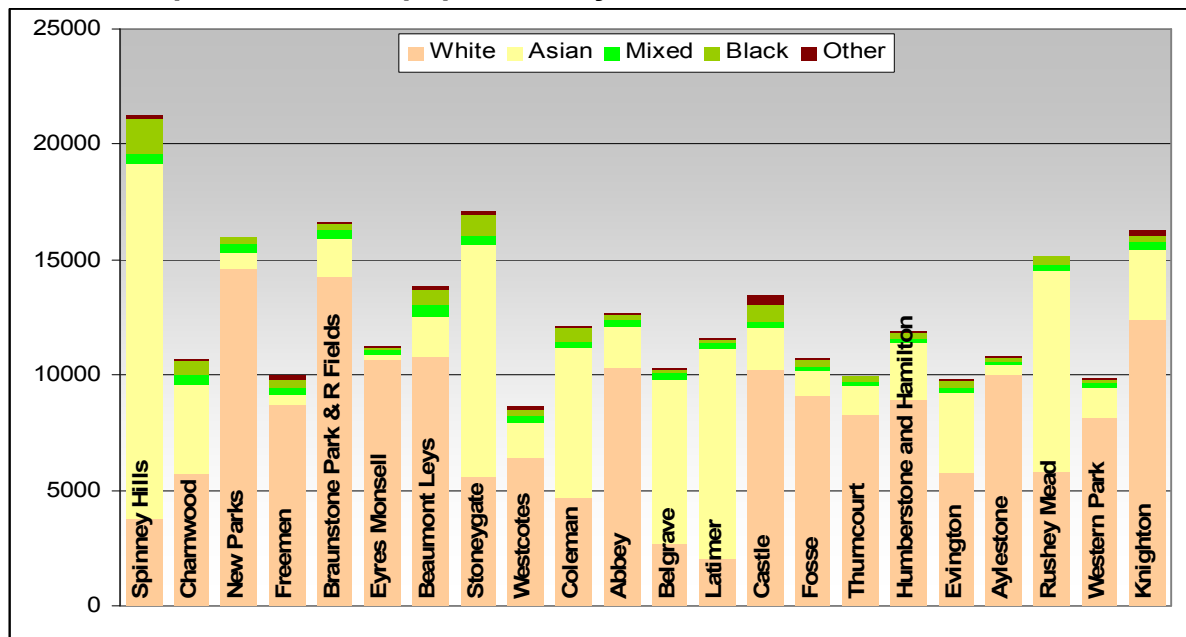
Section 7. Equality Impact Assessment Proformas

Budget Equality Impact Assessment Strategic Commissioning Adult Social Care Efficiency Saving Proposals Homeless Pathway Procurement Exercise SP G1

Race equality	Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?
	Your assessment of impact/risk: The strategic review of homelessness services clearly evidenced the need to develop a single access and referral point (SAR) , which followed extensive consultation with a broad range of stakeholders. The SAR model has been developed to provide homeless customers with a route through homelessness services via a clear and structured Pathway of support. This will enable homeless people to build skills for independent living via a structured Pathway of support. The SAR will deliver co-ordinated access to homeless services providing priority access to City residents in a much more planned and co-ordinated manner. A full EIA of the introduction of a new homeless pathway was completed in November 2009, which explored the impacts/risks via a full consultation exercise and sought to minimise negative impacts where possible.
	If there is a negative impact, what can be done to reduce or remove the negative impact? The aforementioned EIA resulted in no negative impact being identified in relation to race equality.
	If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?
	Your assessment of impact/risk: N/A
	Your assessment of impact/risk:
Gender equality	Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?
	Your assessment of impact/risk:

	As per Race Equality.
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>The aforementioned EIA resulted in no negative impact being identified in relation to gender equality.</p>
Disability equality	<p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p> <p>Your assessment of impact/risk</p> <p>As per Race Equality.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>The aforementioned EIA identified an action to ensure that at least one project in each stage of the Pathway has wheelchair access.</p>
Community Cohesion	<p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p>Your assessment of impact/risk</p> <p>As per Race Equality.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>The aforementioned EIA resulted in no negative impact being identified in relation to community cohesion.</p>

Ethnic composition of the population by ward

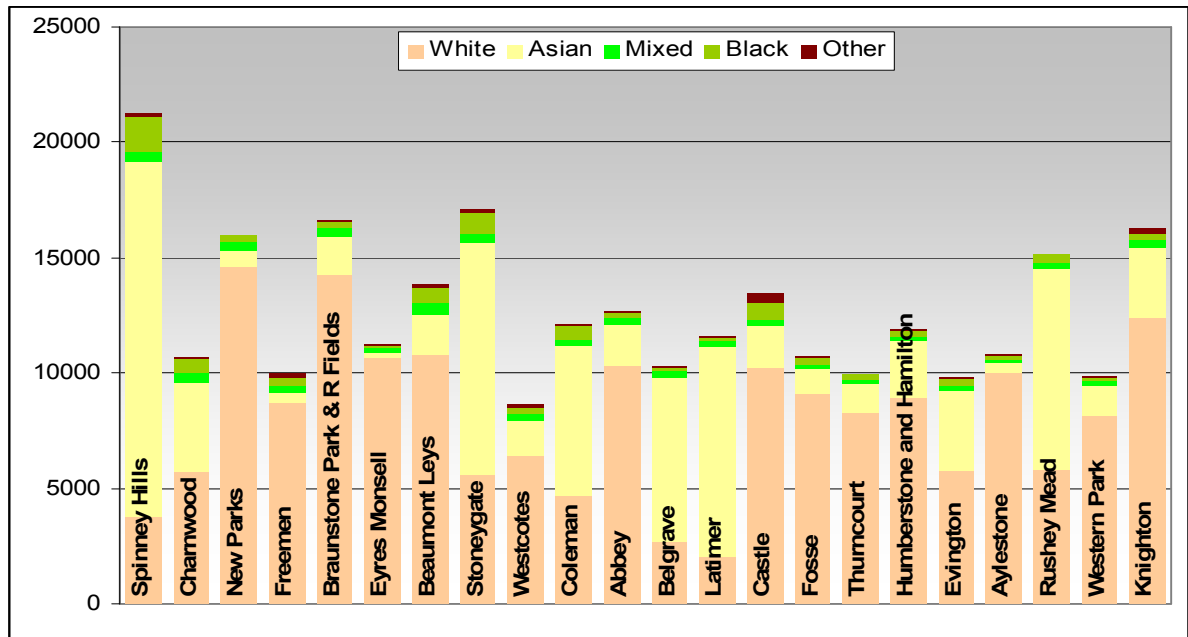


**Budget Equality Impact Assessment
Strategic Commissioning Adult Social Care
Efficiency Saving Proposals
Housing Related Support Domestic Violence Services SP R1**

Race equality	Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?
	Your assessment of impact/risk: This scheme is specifically procured to deliver a domestic violence service to women from a range of Black & Minority Ethnic Communities. As noted in other EIA's for housing related support contact will be made directly with the affected service. Negotiations will take place with these providers seeking efficiencies in the same way as non BME schemes.
	If there is a negative impact, what can be done to reduce or remove the negative impact? To ensure schemes are positively promoting their services for all communities they are required to fulfil the Fair Access Diversity & Inclusion element of the Quality Framework applicable to this market. This framework requires the service to apply a range of practices in relation to equality. It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.
	If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?
	Your assessment of impact/risk: N/A
Gender equality	Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?
	Your assessment of impact/risk: Due to the nature of this service this is a women only scheme and therefore will only affect women.

	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>The aforementioned Quality Framework will again ensure that schemes are positively promoting their services.</p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>
Disability equality	<p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p>
	<p>Your assessment of impact/risk</p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>See above.</p>
Community Cohesion	<p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>
	<p>Your assessment of impact/risk</p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>See above.</p>

Ethnic composition of the population by ward

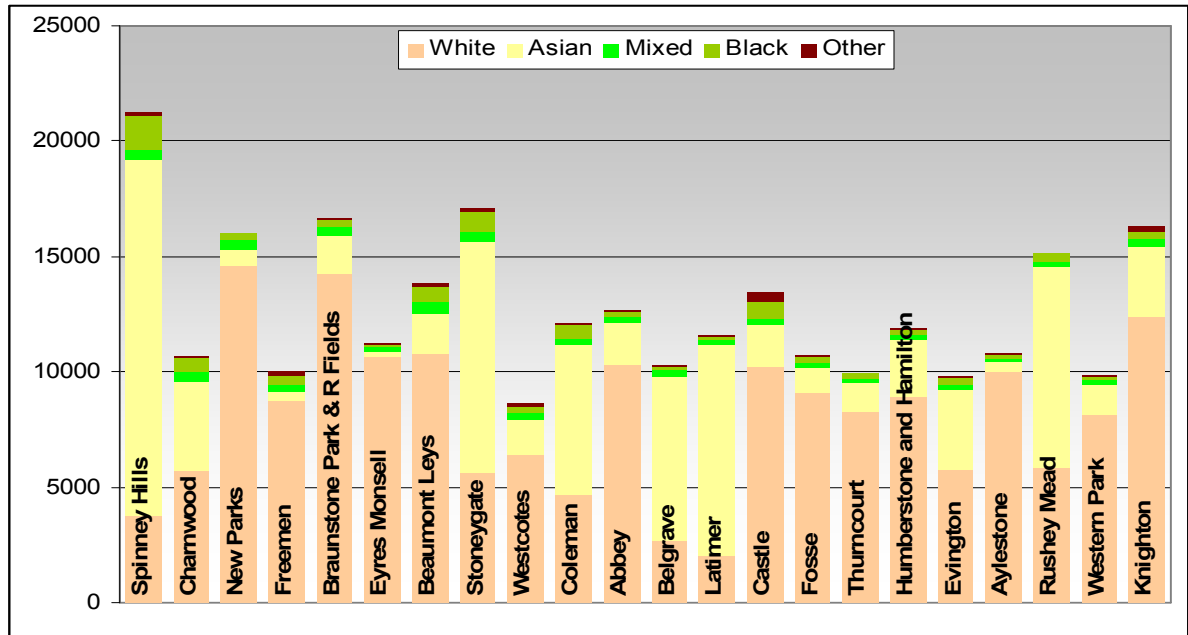


**Budget Equality Impact Assessment
Strategic Commissioning Adult Social Care
Efficiency Saving Proposals
Homeless Pathway SP R3**

Race equality	Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?
	Your assessment of impact/risk: The strategic review of homelessness services clearly evidenced the need to develop a homeless pathway, which followed extensive consultation with a broad range of stakeholders. The new Homeless Pathway introduces a new structure to Leicester's homeless services providing a clearer access route through a single access & referral point and a clearer pathway thereafter. This will enable homeless people to build skills for independent living via a structured Pathway of support. The pathway will deliver co-ordinated access to homeless services providing priority access to City residents in a much more planned and co-ordinated manner. A full EIA of the introduction of a new homeless pathway was completed in November 2009, which explored the impacts/risks via a full consultation exercise and sought to minimise negative impacts where possible.
	If there is a negative impact, what can be done to reduce or remove the negative impact?
	The aforementioned EIA resulted in no negative impact being identified in relation to race equality.
	If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?
Your assessment of impact/risk: N/A	
Gender equality	Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?

	<p>Your assessment of impact/risk:</p> <p>As per Race Equality.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>The aforementioned EIA resulted in no negative impact being identified in relation to gender equality.</p>
Disability equality	<p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p>
	<p>Your assessment of impact/risk</p> <p>As per Race Equality.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>The aforementioned EIA identified an action to ensure that at least one project in each stage of the Pathway has wheelchair access.</p>
Community Cohesion	<p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>
	<p>Your assessment of impact/risk</p> <p>As per Race Equality.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>The aforementioned EIA resulted in no negative impact being identified in relation to community cohesion.</p>

Ethnic composition of the population by ward

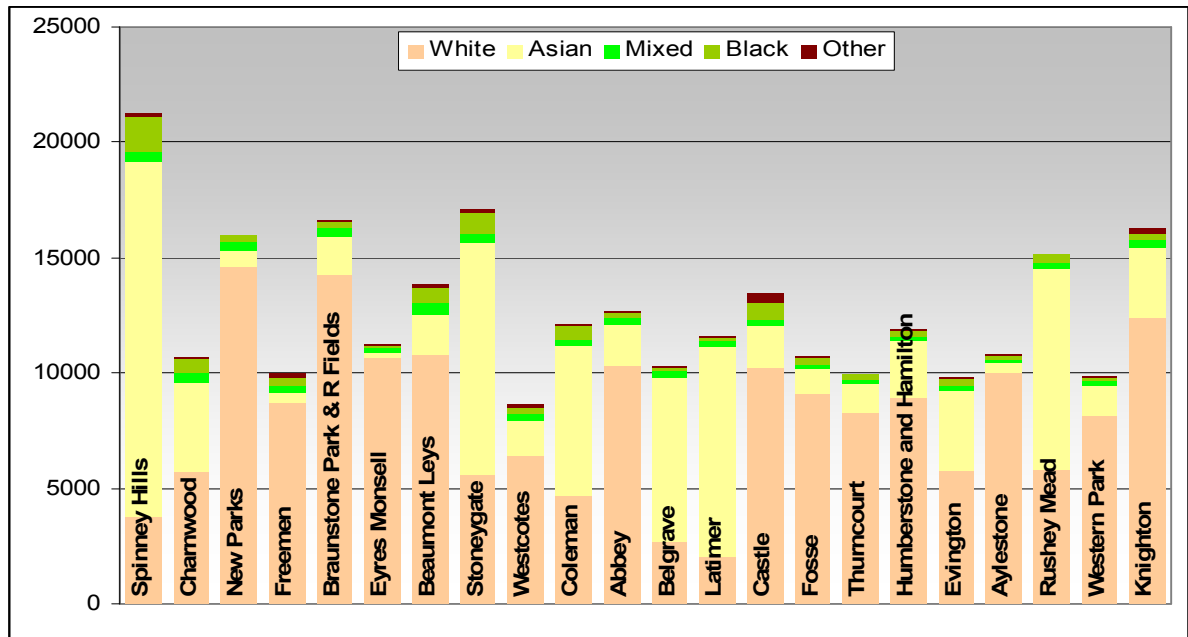


**Budget Equality Impact Assessment
Strategic Commissioning Adult Social Care
Efficiency Saving Proposals
Housing Related Support for
Sheltered Housing SP R4**

Race equality	Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?
	<p>Your assessment of impact/risk:</p> <p>From client record data completed by the majority of housing related support schemes in March 2010 suggests that schemes are utilised by all sections of the communities represented in Leicester City. There are however significant variances between communities.</p> <p>There are a number of Black & Minority Ethnic specific housing related support services that will be affected by this exercise directly. Negotiations will take place with these providers seeking efficiencies in the same way as non BME schemes.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>To ensure schemes are positively promoting their services for all communities they are required to fulfil the Fair Access Diversity & Inclusion element of the Quality Framework applicable to this market. This framework requires the service to apply a range of practices in relation to equality.</p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>
	<p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p> <p>Your assessment of impact/risk:</p> <p>N/A</p>
Gender equality	Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?
	Your assessment of impact/risk:

	<p>From client record data completed by the majority of housing related support schemes in March 2010 suggests that schemes are utilised by 49%/51% female/male clients respectively.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>The above statistics imply fair access us being given to both genders. The aforementioned Quality Framework will again ensure that schemes are positively promoting their services in relation to both genders.</p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>
Disability equality	<p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p>
	<p>Your assessment of impact/risk</p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>See above.</p>
Community Cohesion	<p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p>
	<p>Your assessment of impact/risk</p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>See above.</p>

Ethnic composition of the population by ward

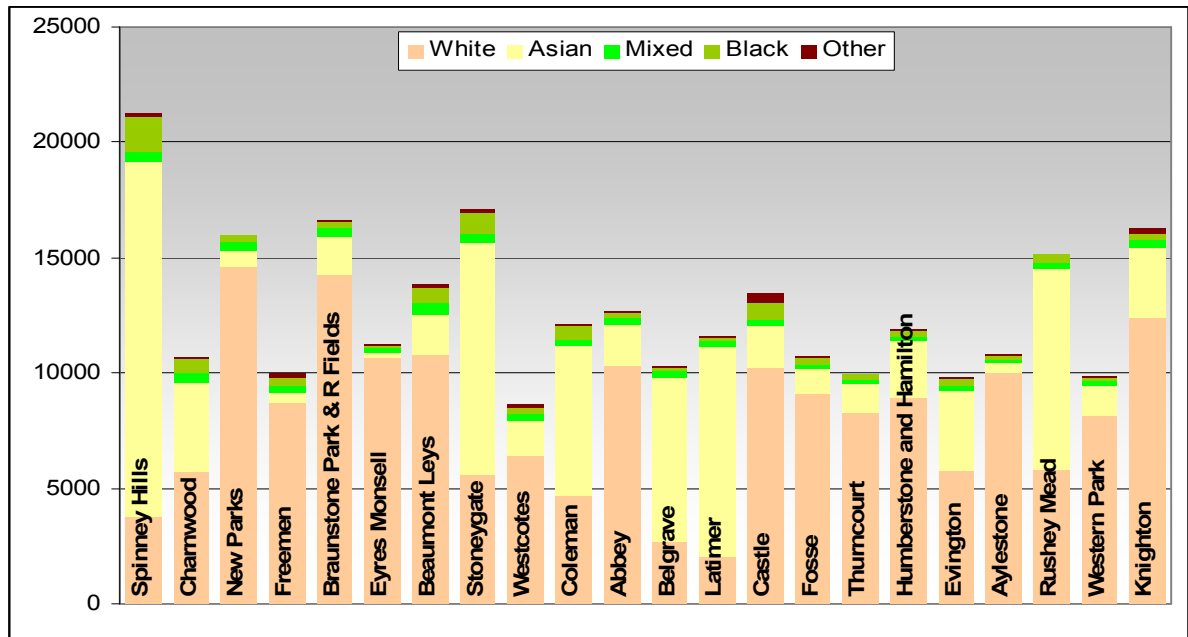


**Budget Equality Impact Assessment
Strategic Commissioning Adult Social Care
Efficiency Saving Proposals
Housing Related Support Supported Housing and Floating
Support Services SP R5,6,7**

Race equality	Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?
	Your assessment of impact/risk: From client record data completed by the majority of housing related support schemes in March 2010 suggests that schemes are utilised by all sections of the communities represented in Leicester City. There are however significant variances between communities. There are a number of Black & Minority Ethnic specific housing related support services that will be affected by this exercise directly. Negotiations will take place with these providers seeking efficiencies in the same way as non BME schemes.
	If there is a negative impact, what can be done to reduce or remove the negative impact? To ensure schemes are positively promoting their services for all communities they are required to fulfil the Fair Access Diversity & Inclusion element of the Quality Framework applicable to this market. This framework requires the service to apply a range of practices in relation to equality. It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.
	If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?
	Your assessment of impact/risk: N/A
Gender equality	Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?
	Your assessment of impact/risk:

	<p>From client record data completed by the majority of housing related support schemes in March 2010 suggests that schemes are utilised by 49%/51% female/male clients respectively.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>The above statistics imply fair access us being given to both genders. The aforementioned Quality Framework will again ensure that schemes are positively promoting their services in relation to both genders.</p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>
Disability equality	<p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p> <p>Your assessment of impact/risk</p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>See above.</p>
Community Cohesion	<p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p>Your assessment of impact/risk</p> <p>It is anticipated that the proposed efficiencies will be realised in negotiation with providers with minimal, if any, reduction in actual service. At the point that any negotiations show otherwise a review of any equality impact will be required.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>See above.</p>

Ethnic composition of the population by ward



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SAFER & STRONGER COMMUNITIES DIVISION

DRAFT BUDGET STRATEGY

2011/12 – 2013/14

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2011/2012 Safer and Stronger Communities Division

Section 1

Budget Efficiencies Summary

YOS, DAAT, Community Safety Cabinet Lead Councillor Naylor

The Safer and Stronger Communities Division brings together a range of services which operate within neighbourhoods in partnership with both internal and external partners to deliver services directly to residents.

A large proportion of the Division is funded by grant from central government departments and therefore we have had to look at ways of minimising the impact of government cuts in grant upon service delivery

It should be noted that at this point the future of some grants remains unclear. Figures relating to grant reductions in respect of Youth Offending Services are therefore based upon what were worse case scenario estimates and will be subject to change as the scale of government reform becomes clearer. Figures relating to the Drug and Alcohol Action Team are based on indicative central government announcements, and are also subject to further change.

In developing proposals to achieve efficiency savings officers have focussed upon making the best use of existing resources and on exploring opportunities to deliver in partnership with other services. Where possible this will involve the sharing back office costs and making more flexible use of staff to limit the impact of staffing reductions upon service delivery.

Community Safety- Ref SAF R1

Total Cost – £539.5k

2011/2012 efficiency savings - £110,000

Efficiency savings in this area have been identified within the context of a restructuring of the way in which Anti-Social Behaviour and Community Safety is managed across the Safer Leicester Partnership

The efficiency proposals are focussed on a reduction in Community Safety Development Officers (CSDOS) within the Community Safety Team

There is an acceptance by partners from the Police Probation Fire and Health that the administrative support currently offered by LCC's Community Safety Team to the Safer Leicester Partnership is not the best use of what is a shrinking resource. It is recognised that the work of the team needs to be targeted more to work in neighbourhoods, a way of working that has already brought about significant reductions in crime within our neighbourhoods.

In order to free up CSDO's to effectively co-ordinate activity across the partnership at an operational and localised level, each partner will in future provide from within their own organisation appropriate administrative support

to help facilitate the work of the partnership. This will free up a reduced group of CSDO's working closely with Joint Action Groups, Neighbourhood Advisory Boards and Neighbourhood Panels, where in place, to build upon some of the excellent work that has over the course of the last year been carried out in neighbourhoods and which has contributed to significant reductions in burglary and vehicle crime

DAAT – Ref DAAT R1 (Central Government Ring fenced Grant Funded)

Total Cost – £4.78m 2011/2012

Efficiency savings £0.2 m (approx less than 5%)

The DAAT is the recipient of a number of funding streams from which it commissions services for Leicester residents. The confirmed allocation for 2011/12 for these streams is still awaited. However, current indicative announcements suggest that there will be a 6% increase against the Adult pooled treatment budget (APTB) (an actual figure will not be known until July 2011); an 11% cut against the Drug interventions programme main grant; a small increase against the young persons pooled treatment budget; the Area Based grant is ending; and there is a lack of information regarding children and young persons area based grants that have previously supported young persons substance misuse interventions. Overall this equates to cut of just less than 5%.

The budgets for those streams are:

Grant / Funding Stream	2010/11 Allocation	2011/12 Allocation (indicative)	Expected confirmation of Final Allocation
Adult Pooled Treatment Budget (Department of Health)	£2,736,950	£2,899,740	July 2011. Current indication is 6% increase.
LCC mainstream	£339,000	£346,700	
DIP main Grant * (Home Office)	£1,419,170	£1,277,726.	Not known
Young persons pooled Treatment Budget	£209,173	£253,635	Imminent
ABG (Safer and Stronger)	£136,000	£0	
ABG (CYPP: D of E)	£40,922	Has gone into the EIG	Possible 22% reduction
ABG (CYPP: Home Office)	£103,746 Made saving of £31,000 in year back to CYPP.	Awaiting further clarity re this funding stream	
TOTAL	Circa £4.98M	Circa £4.78M	

The deletion of the Home Office Area Based Grant monies of which the DAAT received £136k has necessitated efficiency savings to be found in the next year. In part this will be achieved by a reduction in the staffing unit supporting the DAAT but the bulk of savings will come from arrangements the DAAT has put into place with partners, both at city and sub-regional level to pool resources and share back office costs. This will support efficient commissioning and delivery whilst also helping to mitigate against the risk of further funding cuts and make the most effective use of existing resources. It will not result in any reduction of treatment services.

Currently the bulk of DAAT funding comes from the Adult Treatment Budget Grant and is ring fenced by the Department of Health for substance misuse services. Whilst it is likely that the current grant will in future form part of the monies coming to deliver their public health duties there will be a transition period over the next year at least, during which it is anticipated the ring fence will remain.

It is important to note that any reduction in central grant will be found through a transformational reconfiguration of treatment services supported by a re-tendering process. This is already underway and it is anticipated will deliver a streamlined service with improved service user outcomes.

YOS- Ref YOS R1

Total Cost – £3.4m 2010/11

Identified savings based upon worst case scenario cut of 15% 2011/12. £670,000 over three years if 30% cumulative cut in central government controlled grant.

The Youth Offending Service (YOS) is a partnership of statutory services from Health, Probation, Police and the Local Authority. The primary aim of the Youth Offending Service is to prevent offending and reduce re-offending by young people. It is the responsibility of the YOS to ensure that children and young people within the youth justice system are appropriately safeguarded, and issues of vulnerability and risk of harm to young people and the wider community are managed to ensure public protection.

Over 80% of YOS funding comes from non City Council sources with 65% income from previously ring fenced government grants and 16% from statutory partners in Health, Police and Probation. YOS funding for 2011/12 has yet to be confirmed by central government and for this reason the final number of post reductions cannot yet be confirmed. Due to the uncertainty regarding YOS funding a number of posts have been identified at risk where grants are known to be coming to an end on 31 March 2011.

Central government has confirmed that the Local Authority will be receiving a single new Youth Justice Grant for 2011/12 that replaces a number of previous ring fenced grants to support delivery of its statutory functions. This grant is likely to be reduced by between 10 and 12.5 % compared to 2010/11.

Confirmation is still awaited in relation to grant reductions in Home Office funding for substance misuse workers whilst previous crime prevention work funded through the DFE will now need to be supported by a new Early Intervention Grant that is a 22% reduction on total previous grants for 2010/11.

Following OSMB on 3 February Officers were asked to provide more detailed information on what posts are likely to be impacted as a result of budget reductions and how services will continue to be provided. Further information was also requested where commissioned services will cease and what alternative commissioning arrangements will be put in place.

The most recent calculations of reductions to the YOS budget based on the latest intelligence from central government is a reduction of £670k. It should be noted however that this is an estimated figure and is likely to reduce further when decisions are made locally regarding allocations to the new Early Intervention Grant for 2011/12.

The following posts have been identified as 'at risk' as a result of reductions to central government grants and de-ring fenced funding arrangements. Final decisions in relation to deletion of any of these posts will be made in consultation with the partnership Young Offender Management Board.

Directly Provided YOS Services

At Risk Posts	Comment	Saving
1 x Senior Practitioner	Post is a managed vacancy	£30 k
1 x Health Nurse	Role to be provided by YOS Officers	£25 k
1 x YOS Officer	Seconded Staff returning to YOS Violent crime role maintained	£28 k
1 x YOS Officer	Work to be aligned to Early Intervention Team	£27 k
1 x Victim Contact Worker	One Full time Victim Worker Contact remains in post for serious crime	£30 k
6 x Posts	Merger of Independent Resettlement Service with Intensive Supervision Team Organisational Review of functions 2011	£121 k
1 x YOS Officer	Integrated Offender Management Post To be coordinated by YOS Team	£40 k
0.5 Substance Misuse	Three full time substance misuse Worker Posts remain at YOS	£18 k

1 x YOS Officer	Prevent Violent Extremism (PVE) Strategy Ending. Keep Named Officer National review of PREVENT awaited	£71 k
1 x Education Post	Arrangements for targeted support to Agreed with Children's Services Specialist Team function linked to Strategic Review 13-19 Services	£54 k

Commissioned Services

The commissioned services that are **at risk** as a result of reductions in central government grants relates to youth crime and anti social behaviour prevention and early intervention work, and targeted work with high risk and problem families. Decisions regarding future levels of funding for these programmes will be made in consultation with Children's Services as part of the managed **22% reduction** to the **Early Intervention Grant** for 2011/12.

Challenge & Support Project	Provides targeted youth support To young people at risk of Anti Social Behaviour both Voluntary Sector and Youth Service delivery	£174 k - 22%
Family Intervention Projects x 2	Supports Families Involved in Youth Crime and Anti - Social Behaviour; subject to funding, Proposal would be to re tender for One FIP	
Youth Crime Action Plan:-		£350 k -22%
Street Based Teams	Targeted Youth Support future Provision linked to strategic review And commissioning for 13-19	
Operation Stay Safe Activity	Dedicated partnership activity with Police will continue where required based on intelligence	
After School Patrols	Additional After School Patrols to Be provided where intelligence	
Triage Assessment Worker	YOS Duty Officers to provide Day time Advice to Police where Young people in custody	
Reparation Work - Sessional Supervisors	Additional use of trained volunteers / Youth mentors to support Unpaid work in the community	

Youth Crime Prevention
(Formerly Junior Youth
Inclusion Programmes)

Targeted Programmes for 8-12 year olds
currently provided by voluntary sector in
areas of higher youth crime

Summary of Position

Reductions to YOS grant formula funding for its statutory functions is anticipated to be approximately 10%. This will be met through the deletion of one Senior YOS Officer Post that is currently a managed vacancy. Two specialist health posts are proposed for deletion. Service continuity will be assured through YOS officers providing generic health advice and case referral to specialist health services where appropriate. Substance misuse services will continue to be provided by two dedicated substance misuse workers based at YOS.

A range of further posts are deemed 'at risk' although four of these are currently filled by existing staff seconded into these roles on a temporary basis. These four staff will return to their substantive posts within YOS if funding is not secured.

Dedicated victim contact support will be reduced by one post leaving one further post remaining within YOS to support victims of serious crime.

The Independent Resettlement Service for young people leaving custody will be merged with the Intensive Supervision and Surveillance team to reduce management and support costs, with an expanded role for existing officers.

One full time dedicated Prevent Violent Extremism post will be deleted in anticipation of a new government Prevent strategy. Targeted support for young people at risk of radicalisation will continue to be monitored by a named YOS worker and YOS will remain part of Prevent and Channel Group.

Two dedicated Education Management posts within YOS will need to be reconfigured if future funding is not secured. Any re-profiling of the YOS education team will form part of the planned YOS organisational review and 0-19 strategic review and will not be implemented before September 2011.

A range of directly provided and commissioned Youth Crime Action Plan activities are likely to be reduced to meet a 22% reduction target in the new Early Intervention Grant for 2011/12. Future models of delivery will be linked to an integrated youth support model for 13-19 years as part of the wider strategic review. This will ensure that a mixed model of both directly provided and commissioned voluntary sector youth support remains in place.

The YOS will continue to work with the Police where intelligence indicates that targeted support is required in hotspot areas to address youth crime and anti social behaviour. Both YOS and Youth Service resources will continue to be

available for a more tactical response where evidence indicates support is required.

The YOS will seek to expand its use of volunteers and mentors in line with government Green Paper proposals to support unpaid reparation work in the community by young people and encourage greater community involvement.

A decision will be required as to whether Family Intervention Projects continue to be funded for families with multiple and complex problems. It is proposed that greater efficiencies can be achieved by merging the two FIP and retendering for a new service with a unified management structure.

A decision will be needed if Challenge and Support and Street Based Team youth work with young people at risk of crime and anti social behaviour is supported through the Early Intervention Grant. It is anticipated that there will be an increasing role for directly provided and commissioned Youth Services to support some of this activity as part of a more targeted approach in future.

A decision will be required as to the extent to which the youth crime prevention projects for 8-12 year olds (previously funded through the Children's Fund) are supported. This will need to be part of the wider strategy in relation to best allocation of reduced Early Intervention Grant funding.

Proposed Way Forward

The Head of Service will be undertaking a zero based budget exercise for 2011/12 once all YOS budgets have been confirmed. Any reductions in posts will seek to minimise impact on frontline services and priority will be given to ensuring that the YOS continues to fulfil its statutory duties in relation to safeguarding and public protection.

A full organisational review of YOS will be undertaken from March 2011 with a view to implementing a new YOS structure by autumn 2011. This will be aligned to a wider 13-19 strategic review aimed at integrating YOS with Youth Support Services to release management and support savings.

The commissioning of any future services will aligned to the Joint Strategic Needs Assessments for Children and Young People and the Safer Leicester Partnership to ensure existing and future provision supports the outcomes of preventing crime whilst raising aspiration and attainment of young people.

Despite significant cuts in central government grant and in respect of Community Safety, proposals to achieve efficiency savings of 30% over three years will be achieved through the introduction of more efficient back office and management systems, improved partnership working and staff working differently with minimal or no impact upon service delivery.

Our ability to meet our statutory functions within the YOS including those of safeguarding will remain unchanged and we will be working closely with colleagues within Children's Services and the Police to ensure that prevention activities are prioritised, albeit within what is a reduced funding position.

In respect of the Drug and Alcohol Team and the services they commission, the most recent intelligence from central government would indicate that this is still a priority area for government and it is expected that the level of grant when it is eventually announced (approx July) will reflect this. The DAAT has however been working closely with its partners both locally and on a regional basis to reduce back office costs whilst protecting front line service delivery and it is expected therefore that any reductions will have a minimal upon Alcohol and Drug Treatment services.

Section 2 **Risk Analysis**

Community Safety YOS and DAAT Efficiency Proposals SAF R1; YOS R1; DAAT R1 Risk Overview

The Safer and Stronger Communities Division with the exception of Community Services is largely dependant upon grant funding from central government bodies. This grant has in some instances disappeared altogether, as is the case with Area Based Grant, or has or is expected to be subject to significant cuts. In addition to reductions in mainstream funding this will impact upon staffing and activities.

Loss of external funding has and will necessitate the closing down of a number of projects and subsequent loss of posts the vast majority of which are fixed term and sit either directly within the Youth Offending Service or carry out functions aligned to it.

Most of these projects are targeted towards prevention and to mitigate against the impact of their loss work is ongoing with CYPS to identify means of mainstreaming those activities which demonstrably have had most impact. Until the final settlement from central government is known in respect of Youth Offending and Home Office allocations to areas it is not possible to fully quantify the impact that the loss of grant will have but some reduction in staffing will be inevitable and there are also implications for some of our voluntary sector partners all of whom have been written to and are aware of the position.

The YOS ability to carry out its statutory functions in respect of supervising young people safely within the community and safeguarding will not be affected by the efficiency proposals.

The Drug and Alcohol Team who are almost fully externally funded have also been affected by loss of Area Based Grant. In the main this has been mitigated against through the development of streamlined commissioning and re tendering of treatment services but it will none the less impact on a small number of posts. Opportunities for shared working both internally and across the region will continue to be explored to mitigate against any impact this might have.

Within Community Safety and as part of this Service area, back office costs have already been reduced through previous reviews. The only way that the full efficiency savings can be fully realised will be through a reduction in staffing which will be achieved through a review of the existing staffing structure. Measures to mitigate against the impact of this will be put into place both by embedding community safety into front line work within neighbourhoods and also by partners contributing more to the administration and coordination of community safety activity across the City. In order to maximise resilience the Community Safety Teams teams will co-locate and continue to explore and exploit opportunities for co-working and co location with the Police.

Section 3
Equality Impact Assessment Summary

Race equality	<p>Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?</p>
	<p>Your assessment of impact/risk: Services provided by the Safer and Stronger Division are provided to all sections of the community and deal with a significant number of vulnerable individuals whose needs are and will continue to be prioritised. Given the level of reduction the staffing demographic across community centres could potentially be put off balance, and where groups are under represented as is the case with Drug and Alcohol Treatment or over represented as is the case with YOS work to engage with theses groups and address any over or under representation is in place will continue to be prioritised.</p> <p>There remains a huge amount of uncertainty in respect of future central grant levels of funding in respect of both the DAAT and YOS. Combined with a lack of clarity as to future Home Office funding streams for Community Safety type activity. In these circumstances it is extremely difficult with any degree of accuracy to assess the impact of what are in these areas currently hypothetical proposals. Any cut in public sector services will impact upon residents and in particular those who are vulnerable but it is not believed that any specific groups would be disadvantaged as a result of the efficiency proposals which have been out forward.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact? The Division will continue to prioritise vulnerable groups and</p>

	<p>to undertake activity to address under or over representation but its effectiveness may be compromised through staffing reduction.</p>
	<p>If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?</p>
	<p>Your assessment of impact/risk: Indirectly there will be less ability to deliver neighbourhood model, so some areas may be less served than others.</p>
Gender equality	<p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p>
	<p>Your assessment of impact/risk: Given the level of reduction the staffing demographic across community centres could potentially be put off balance</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact? The Division will continue to prioritise vulnerable groups and to undertake activity to address under or over representation but its effectiveness may be compromised through staffing reduction</p>
Disability equality	<p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected? Given the level of reduction the staffing demographic across community centres could potentially be put off balance</p>
	<p>Your assessment of impact/risk The Division will continue to prioritise vulnerable groups and to undertake activity to address under or over representation but its effectiveness may be compromised through staffing reduction</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p>
Community Cohesion	<p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p>Maintaining staff levels reflective and responsive to the make up and demographic of the community it serves may not be possible – this could exacerbate division due to a lesser understanding of the community and its needs. Although where the Council is working with the local community it is envisaged that this will produce a positive outcome in empowering the local community, and enabling them to take ownership of their local assets.</p>

Section 4

2011/12 – 2013/14 Budget Position – Safer & Stronger Communities

Reference Number	Growth / Savings	Service Area	2011/12 £000	2012/13 £000	2013/14 £000
General Fund Growth:					
SAF G1	One-off investment to reorganise the services following reductions in grants	Community Safety Team / YOS	150.0	0.0	0.0
Total Growth – General Fund			150.0	0.0	0.0
General Fund Savings:					
SAF R1	Efficiency, Service Reduction, Other, etc	Community Safety Team	(110.0)	(110.0)	(110.0)
Grant Savings:					
YOS R1	Re-organising various posts, etc	Youth Offending Service	(670.0)	(670.0)	(670.0)
DAAT R1	Commissioning and Infrastructure	Drug and Alcohol Team	(200.0)	(200.0)	(200.0)
Total Savings – General Fund and Grants			(980.0)	(980.0)	(980.0)
TOTAL - NET SAVINGS			(830.0)	(980.0)	(980.0)

Section 5

Growth Reduction Proformas

SAFER & STRONGER DIVISION
BASE BUDGET GROWTH PROPOSAL 2011-12

SERVICE AREA		Proposal No: SAF G1			
Community Safety / Youth Offending Service					
<u>Details of Proposed Project(s) Growth:</u>					
<ul style="list-style-type: none"> Community Safety £75k: It is proposed to establish posts to effectively co-ordinate activity across the partnership at an operational and localised level, working closely with Joint Action Groups, Neighbourhood Advisory Boards and Neighbourhood Panels. This will build upon some of the excellent work that has over the course of the last year been carried out in neighbourhoods and which has contributed to significant reductions in burglary and vehicle crime Youth Offending Service £75k: It is proposed that this growth element is built into the core budget to allow for additional youth crime prevention work. This will allow the YOS to ensure that the funding is allocated to address those areas of most need. Thus ensuring that issues of vulnerability and risk of harm to young people and the wider community are managed to ensure public protection. 					
<u>Type of Growth (delete as appropriate)</u>					
See above					
<u>Service implications (including impact on One Leicester) & link to SIEP (service plan)</u>					
See above					
<u>Date of earliest implication/ date of proposed implication</u>					
Date: April 2011					
<u>Financial Implications of Proposal</u>		<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
		<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Effects of Changes on budget					
		Existin g Budget	Proposed Addition		
Staff (Community Safety)		313.4	75.0	-	-
Non Staff Costs (YOS)		n/a	75.0	-	-
Income		-	-	-	-
Net Total			150.0		
Staffing Implications			2011-12	2012-13	2013-14
Current service staffing (FTE)			3	-	-
Extra post(s) (FTE)			6	-	-

Section 6
Reduction Proformas

SAFER AND STRONGER COMMUNITIES DIVISION
BASE BUDGET REDUCTION PROPOSAL 2011-12

SERVICE AREA : COMMUNITY SAFETY TEAM		Proposal No: SAF R1							
<u>Purpose of Service</u> The team is responsible for providing a link between other agencies and the council, facilitating activity to address community safety and crime targets on the ground, supporting other areas of the council to identify and deliver their contribution to making our communities safer and through direct engagement with communities providing a link between the work of the partnership and local residents.									
<table border="1"> <tr> <td colspan="5"><u>Details of Proposed Reduction:</u> The team budget covers staffing costs with only a very small proportion on running costs. Savings having previously been made by reducing back office costs. The Team would be reduced to 4 Community Safety Development Officers, the intention is for each development offer to have oversight of 2 policing areas and working with local partners & communities but centrally based.</td> </tr> </table>					<u>Details of Proposed Reduction:</u> The team budget covers staffing costs with only a very small proportion on running costs. Savings having previously been made by reducing back office costs. The Team would be reduced to 4 Community Safety Development Officers, the intention is for each development offer to have oversight of 2 policing areas and working with local partners & communities but centrally based.				
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<u>Type of Reduction (delete as appropriate)</u>									
Decisions already taken, Efficiency, Service Reduction, Other									
<u>Service Implications (including impact on One Leicester) & link to SIEP (service plan)</u>									
<table border="1"> <tr> <td colspan="5">To address this reduction in staffing and in order to free up Community Safety Development Officers (CSDO's) to effectively co-ordinate activity across the partnership at an operational and localised level, each partner will in future provide from within their own organisation appropriate administrative support to help facilitate the work of the partnership. This will enable a reduced group of CSDO's working closely with the Joint Action Groups to build upon some of the excellent work that has been carried out in neighbourhoods and which has contributed to significant reductions in burglary and vehicle crime.</td> </tr> </table>					To address this reduction in staffing and in order to free up Community Safety Development Officers (CSDO's) to effectively co-ordinate activity across the partnership at an operational and localised level, each partner will in future provide from within their own organisation appropriate administrative support to help facilitate the work of the partnership. This will enable a reduced group of CSDO's working closely with the Joint Action Groups to build upon some of the excellent work that has been carried out in neighbourhoods and which has contributed to significant reductions in burglary and vehicle crime.				
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<u>Date of earliest implication/ date of proposed implication</u>									
Date: April 2011 onwards									
<u>Financial Implications of Proposal</u>		<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>				
		<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>				
Effects of Changes on budget									
	Existing Budget	Proposed Reduction							
Staff	408.4	(95.0)	(95.0)	(95.0)					
Non Staff Costs	131.1	(15.0)	(15.0)	(15.0)					
Income	-								
Net Total	539.5	(110.0)	(110.0)	(110.0)					
Staffing Implications		2011-12	2012-13	2013-14					
Current service staffing (FTE)		8	-	-					
Post(s) deleted (FTE)		2.5	-	-					
Current vacancies (FTE)		-	-	-					
Individuals at risk (FTE)		10	5	-					
		February	2011-						

SAFE & STRONGER COMMUNITIES DIVISION

SERVICE AREA: Youth Offending Service		Proposal No: YOS R1			
<u>Purpose of Service</u>					
To prevent offending and reduce reoffending by Children and Young People					
<u>Details of Proposed Reduction:</u>					
<p>NB The actual level of central government grant for the next year is at present still unconfirmed though is likely to be between 10% and 12.5 % reduction in 2011/12. The current position therefore still remains a proposed reduction.</p> <p>Replacing a range of grant funded crime prevention and offender management activities with internally seconded staff returning to their substantive posts to minimise job losses. Deleting one vacant senior post, one FTE health role (2 posts), one Prevent Extremism Post and six resettlement team posts to be reconfigured. Working more closely with Children and Young People's Services to provide integrated youth support targeted at young people at higher risk of youth crime and anti social behaviour</p>					
Decisions already taken, Efficiency, Service Reduction, Other					
<u>Service Implications (including impact on One Leicester) & link to SIEP (service plan)</u>					
<p>The proposals currently under consideration are based upon an estimated cut in central; government grant of up to 30% overall. The full grant position is as yet unknown</p> <p>Proposals involve a combination of both efficiency savings and service reductions. Frontline services will continue to be provided by the partnership to meet both crime prevention and statutory offender management duties. A number of Staff posts on fixed term contracts both within the Youth Offending Team and associated activity undertaken by projects e.g. Youth Crime Activity Programme are likely to be lost but until the final YOS funding allocation from central government is known</p>					
April 2011					
<u>Financial Implications of Proposal</u>		<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
		<u>£000s</u>	<u>£000</u>	<u>£000s</u>	<u>£000s</u>
Effects of Changes on budget					
		Existing Budget	Proposed Reduction		
Staff			(670.0)	(670.0)	(670.0)
Non Staff Costs					
Income					
Net Total			(670.0)	(670.0)	(670.0)
Staffing Implications			2011-12	2012-13	2013-14
Current service staffing (FTE)			95		
Post(s) deleted (FTE)			10		
Current vacancies (FTE)			1		
Individuals at risk (FTE)			37		

Purpose of Service

The DAAT commissions a range of services, primarily through the use of external grants, to provide drug and alcohol treatment interventions to Leicester residents. The DAAT also coordinates local activity to ensure the delivery of both the drug and alcohol strategies for Leicester.

Details of Proposed Reduction:

Future funding levels in respect of the DAAT are yet to be confirmed, but indicative announcements have been made. The most recent intelligence suggests that across adult services there should be no cuts overall, with an increase in the adult pooled treatment budget offsetting the cut in the DIP main grant. Cuts in the ABG mean that staffing reductions in the DAAT team will need to be made. There is likely to be an impact on universal and targeted prevention for young people.

Type of Reduction (delete as appropriate)

Efficiency, Staff Reduction

Service Implications (including impact on One Leicester) & link to SIEP (service plan)

A process of service redesign has designed a more efficient treatment system that is currently out to tender, there will be no cuts in services / treatment options offered.

An organisational review will be conducted to make the necessary staff reductions in the DAAT team.

Universal and targeted provision in schools has in part been funded through these grants, as has targeted work through the Youth Offending Service

Date of earliest implication/ date of proposed implication

Date:

July 2011

Financial Implications of Proposal

2010-11
£000s

2011-12
£000s

2012-13
£000s

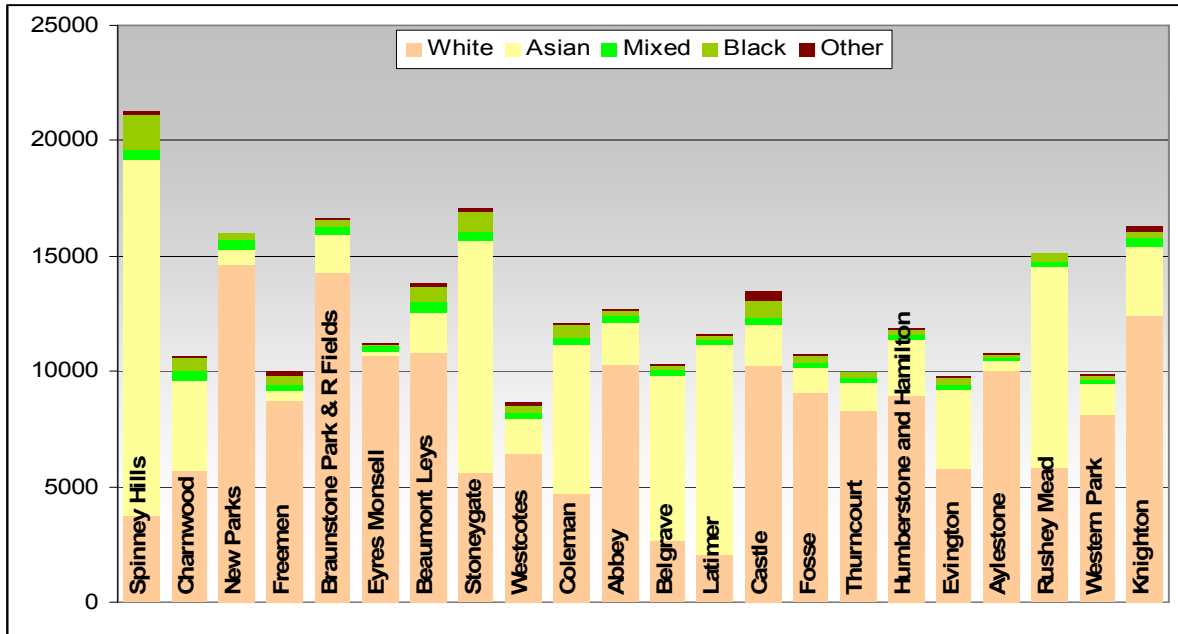
2013-14
£000s

Effects of Changes on budget

	Existing Budget	Proposed Reduction		
Staff		(100.0)	(100.0)	(100.0)
Non Staff Costs		(100.0)	(100.0)	(100.0)
Income	4.9 m			
Net Total		(200.0)	(200.0)	(200.0)
Staffing Implications		2011-12	2012-13	2013-14
Current service staffing (FTE)		16		
Post(s) deleted (FTE)		2		
Current vacancies (FTE)		0		
Individuals at risk (FTE)		6		

Safer and Stronger DIVISION
BASE BUDGET REDUCTION PROPOSAL 2011-12
and Stronger DIVISION
BASE BUDGET REDUCTION PROPOSAL 2011-12

Section 7 EIA Proformas
Ethnic population breakdown by ward



**Budget Equality Impact Assessment: Community Safety
SAF R1**

Race equality	Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?
	Your assessment of impact/risk: The service is provided to all sections of the community. It deals with a significant number of vulnerable individuals with our communities. It is not believed that any specific group would be disproportionately disadvantaged as a consequence of these proposals.
	If there is a negative impact, what can be done to reduce or remove the negative impact? See above
	If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?
	Your assessment of impact/risk: See above
Gender equality	Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?
	Your assessment of impact/risk: See above
	If there is a negative impact, what can be done to reduce or remove the negative impact? See above
Disability equality	Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?
	Your assessment of impact/risk See above
	If there is a negative impact, what can be done to reduce or remove the negative impact? See above
Community Cohesion	Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?
	Your assessment of impact/risk See above

Budget Equality Impact Assessment DAAT R1

Race equality	Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?
	Your assessment of impact/risk: BME groups are under represented in treatment. Efforts to engage these groups may be hampered.
	If there is a negative impact, what can be done to reduce or remove the negative impact? Commissioned services required to work with communities and other agencies.
	If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?
	Your assessment of impact/risk: None – the impact will be city wide.
Gender equality	Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?
	Your assessment of impact/risk: Women are under represented in treatment. Efforts to engage women will be further hampered.
	If there is a negative impact, what can be done to reduce or remove the negative impact? Commissioned services to work with other agencies, and local community.
Disability equality	Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?
	Your assessment of impact/risk No impact envisaged.
	If there is a negative impact, what can be done to reduce or remove the negative impact?
Community Cohesion	Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?
	Your assessment of impact/risk No impact envisaged.

Budget Equality Impact Assessment YOS R1

The Youth Offending Service provides Statutory Services to young people aged 10 to 17 years in the City of Leicester.

YOS also provides Early Intervention and Prevention services to young people aged 8 to 13 years.

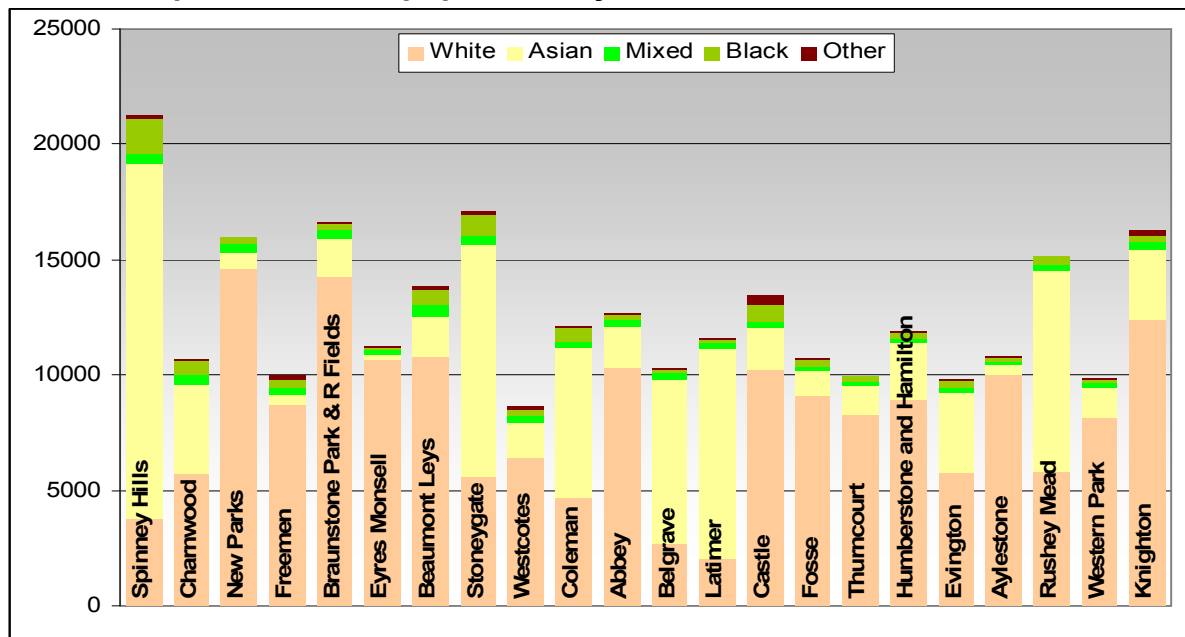
The aim of the YOS is to reduce offending and re-offending by young people whilst considering safeguarding of the young person and public safety.

Race equality	Will the proposal result in negative impacts likely to be experienced by one/some racial groups and not by other racial groups? Racial groups to consider include White as well as Black Minority Ethnic groups. If yes, which group(s) will be affected and how will they be affected?
	<p>Your assessment of impact/risk: The majority of YOS service users (Approximately 69%) are white. Black and dual heritage young people are statistically over represented compared to the general population, however, number are relatively small.</p> <p>The YOS has received national recognition for its work with ethnic minority offenders through its Black Cases Forum and related work to promote community cohesion. The service will continue to prioritise this area of work that will not be impacted by the proposed reductions and reconfiguration of services.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>The YOS has a highly diverse workforce representing the diverse communities of Leicester. Proposed reductions to services do not adversely affect any ethnic group and the YOS will continue to have a very diverse workforce, following implementation of the proposed service reductions.</p> <p>Impact of these proposals on service users will be monitored through the Black Cases Forum and by the YOS management team. Disproportionality by race will also continue to be monitored and subject to a service and partnership action plan.</p>
	If the proposal impacts on a particular area of the city, are there any race equality implications because of the racial composition of the particular area?
	Your assessment of impact/risk:

	<p>The proposed reductions to service will be mitigated by reconfiguring existing services to deliver more efficient use of resources. The impact on any particular ethnic groups is likely to be minimal as the YOS will continue to provide full statutory supervision services to all young offenders aged 10-17, regardless of their ethnicity.</p>
<p>Gender equality</p>	<p>Will the proposal result in negative impacts likely to be experienced more by one gender and not the other gender? If yes, who will be affected and how will they be affected?</p> <p>Your assessment of impact/risk:</p> <p>The overwhelming majority (Approximately 81%) of YOS service users are male. Both white and black males disproportionately receive custodial sentences as a percentage of the total YOS population, compared to the general population of 10-17 year olds.</p> <p>The proposed deletion of the Independent Resettlement Service will be mitigated by merging elements of this service with the Intensive Supervision Surveillance Programme, providing a more integrated service with reduced management overheads.</p> <p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>The YOS will continue to monitor impact of proposals on both ethnicity and gender as part of its performance monitoring framework. The proposals will not impact on any gender specific work currently undertaken by YOS (e.g. Girls groups, parenting groups for young fathers etc).</p> <p>The YOS will continue to work with partners to ensure both decommissioning and re-commissioning of future services meet the needs of vulnerable young people, in line with the joint strategic needs assessment, Children and Young People and Safer Leicester Partnership commissioning frameworks.</p>
<p>Disability equality</p>	<p>Will the proposal result in negative impacts likely to be experienced by disabled people (for any impairment across the range of impairments experienced by disabled people)? If yes, who will be affected and how will they be affected?</p> <p>Your assessment of impact/risk</p> <p>The YOS has very few young people that are registered as disabled.</p> <p>In the main the service works with young people who have</p>

	<p>learning needs or behavioural issues linked to Attention Deficit and Hyper Activity Disorder (ADHD) or some form of mental health.</p>
	<p>If there is a negative impact, what can be done to reduce or remove the negative impact?</p> <p>All young people on entry to the YOS will continue to be assessed as to their basic skills this in turn will ensure appropriate interventions are in place.</p> <p>The YOS will continue to maintain specialist services in relation to Education, Training and Employment, Substance misuse, Mental and Sexual Health.</p> <p>The YOS will continue to work in partnership with both Health and Children and Young People services to ensure appropriate services are provided to young people with disabilities or specialist health needs.</p>
<p>Community Cohesion</p>	<p>Will the proposal negatively impact on community cohesion or exacerbate any of the underlying causes of community division in the city?</p> <p>Your assessment of impact/risk</p> <p>The YOS propose to cease a dedicated post for Prevention of Violent Extremism (PVE), following ending of dedicated grant funding in line with new government strategies. The YOS propose to continue to monitor and support community cohesion work in partnership with other services across the Council.</p> <p>The YOS will continue to provide dedicated and enhanced support for young people at risk of radicalisation through ongoing participation in the Silver and Channel groups.</p> <p>YOS work to support community cohesion will be enhanced through greater integration with the youth service as part of the proposed integrated youth support service (IYSS) review. This will enhance targeted services for vulnerable young people at a local neighbourhood level.</p>

Ethnic composition of the population by ward



Caseload Ethnicity Data – Jan 2011 (2010 calendar year throughput)

Gender breakdown of cases:

Male = 81%

Female = 19%

Ethnicity breakdown of cases (all):

White = 69%

Dual Heritage = 8%

Asian = 13%

Black = 9%

Chinese/Other = less than 1%

Ethnicity breakdown of cases (male):

White = 66%

Dual Heritage = 10%

Asian = 14%

Black = 10%

Chinese/Other = less than 1%

Ethnicity breakdown of cases (female):

White = 73%

Dual Heritage = 9%

Asian = 11%

Black = 7%

Chinese/Other = less than 1%

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