



## Notice of meeting of

### Decision Session - Executive Member for Health & Adult Social Services

**To:** Councillor Morley (Executive Member)

**Date:** Thursday, 3 February 2011

**Time:** 4.00pm

**Venue:** The Guildhall

### AGENDA

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#### Notice to Members – Calling In

Members are reminded that, should they wish to call in any item on this agenda, notice must be given to Democracy Support Group by:

**10.00am on Wednesday 2 February 2011** if an item is called in before a decision is taken, or

**4.00pm on Monday 7 February 2011** if an item is called in after a decision has been taken.

Items called in will be considered by the Scrutiny Management Committee.

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Written representations in respect of items on this agenda should be submitted to Democratic Services by 5.00pm on Tuesday 1 February 2011.

#### 1. **Declarations of Interest**

At this point Members are asked to declare any personal or prejudicial interests they may have in the business on this agenda.

- 2. Minutes** (Pages 3 - 4)  
To approve and sign the minutes of the meeting held on Tuesday 21 December 2010.

**3. Public Participation - Decision Session**

At this point in the meeting, members of the public who have registered their wish to speak at the meeting can do so. The deadline for registering is **5:00pm on Wednesday 2 February 2011.**

Members of the public may register to speak on:-

- an item on the agenda;
- an issue within the Executive Member's remit;
- an item that has been published on the Information Log since the last session. Information reports are listed at the end of the agenda.

**4. 2011/12 Health and Adult Services Budget (Pages 5 - 34) Proposals**

This report is part of the consultation on the 2011/12 budget process. The report provides details of proposed growth and savings within the Health and Adult Services area. Full details of the budget will be considered by the Executive on 15 February 2011 and then Budget Council on 24 February 2011. The report seeks the comments of the Executive Member on the proposals put forward.

**5. Urgent Business**

Any other business which the Chair considers urgent under the Local Government Act 1972

**Information Reports**

No information only reports have been published on the Information Log for this session.

## Democracy Officers

Catherine Clarke and Louise Cook (job share)

Contact details:

- Telephone – (01904) 551031
- Email [catherine.clarke@york.gov.uk](mailto:catherine.clarke@york.gov.uk) and [louise.cook@york.gov.uk](mailto:louise.cook@york.gov.uk)

(If contacting by email, please send to both Democracy officers named above).

For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details are set out above.

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### Would you like to speak at this meeting?

If you would, you will need to:

- register by contacting the Democracy Officer (whose name and contact details can be found on the agenda for the meeting) **no later than 5.00 pm** on the last working day before the meeting;
- ensure that what you want to say speak relates to an item of business on the agenda or an issue which the committee has power to consider (speak to the Democracy Officer for advice on this);
- find out about the rules for public speaking from the Democracy Officer.

**A leaflet on public participation is available on the Council's website or from Democratic Services by telephoning York (01904) 551088**

### Further information about what's being discussed at this meeting

All the reports which Members will be considering are available for viewing online on the Council's website. Alternatively, copies of individual reports or the full agenda are available from Democratic Services. Contact the Democracy Officer whose name and contact details are given on the agenda for the meeting. **Please note a small charge may be made for full copies of the agenda requested to cover administration costs.**

### Access Arrangements

We will make every effort to make the meeting accessible to you. The meeting will usually be held in a wheelchair accessible venue with an induction hearing loop. We can provide the agenda or reports in large print, electronically (computer disk or by email), in Braille or on audio tape. Some formats will take longer than others so please give as much notice as possible (at least 48 hours for Braille or audio tape).

If you have any further access requirements such as parking close-by or a sign language interpreter then please let us know. Contact the Democracy Officer whose name and contact details are given on the order of business for the meeting.

Every effort will also be made to make information available in another language, either by providing translated information or an interpreter providing sufficient advance notice is given. Telephone York (01904) 551550 for this service.

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### **Holding the Executive to Account**

The majority of councillors are not appointed to the Executive (38 out of 47). Any 3 non-Executive councillors can 'call-in' an item of business from a published Executive (or Executive Member Decision Session) agenda. The Executive will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Executive meeting in the following week, where a final decision on the 'called-in' business will be made.

### **Scrutiny Committees**

The purpose of all scrutiny and ad-hoc scrutiny committees appointed by the Council is to:

- Monitor the performance and effectiveness of services;
- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

### **Who Gets Agenda and Reports for our Meetings?**

- Councillors get copies of all agenda and reports for the committees to which they are appointed by the Council;
- Relevant Council Officers get copies of relevant agenda and reports for the committees which they report to;
- Public libraries get copies of **all** public agenda/reports.

City of York Council

Committee Minutes

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MEETING	DECISION SESSION - EXECUTIVE MEMBER FOR HEALTH & ADULT SOCIAL SERVICES
DATE	21 DECEMBER 2010
PRESENT	COUNCILLORS MORLEY (EXECUTIVE MEMBER)

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## 9. **DECLARATIONS OF INTEREST**

The Executive Member was invited to declare at this point in the meeting any personal or prejudicial interests he might have in the business on the agenda. He declared he had none.

## 10. **PUBLIC PARTICIPATION - DECISION SESSION**

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme.

## 11. **MINUTES**

RESOLVED: That the minutes from the last meeting of the Decision session for Health and Adult Social Services, held on 23 November 2010 be approved as a correct record.

## 12. **COURT OF PROTECTION**

The Executive Member considered a report that presented the option to implement the prescribed fixed costs for administering Court of Protection cases as set out in the Court of Protection rules 2007.

Officers gave an update and confirmed that the Council had for many years administered Court of Protection cases without claiming the fixed amount of remuneration to which it is entitled and after consultation with the Association of Public Authority Deputies, officers stated that other Local Authorities do charge in line with the fees set out by the Court of Protection.

In answer to the Executive Members questions officers confirmed:

- the Council only takes the role of deputy if no other person was able or willing to do so or it was in the interest of the customer.
- that cases were increasing and currently 8 cases were been managed and a further 8 were to be transferred from Legal.
- that a waiver of costs would only be issued under exceptional circumstances which would be agreed by the Assistant Director.

RESOLVED: That the appropriate Court of Protection Fixed Costs pertaining to local authorities who act as Deputies be applied. The current rates are set out at Table A and Annex 1 of this report.

Reason: To remove the expense of providing this service from the councils budget.

**13. OLDER PEOPLE'S COMMISSIONING STRATEGY - 2010 REFRESH AND COMMISSIONING PLAN**

The Executive Member considered a report that sought his agreement to a refreshed commissioning strategy for older people and to a new three year commissioning plan based on this refresh.

Officers gave an update and confirmed that consultation had not been consider formally at the Health Overview and Scrutiny Committee but each Member had been informed and the Older Peoples Partnership Board had also been consulted.

RESOLVED: That option 1 be adopted:

To approve the refresh of the commissioning strategy and the updated commissioning plan.

Reason: To ensure we can better meet the needs of our population and provide services more efficiently and effectively.

Cllr Morley, Executive Member

[The meeting started at 3.45 pm and finished at 3.55 pm].





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**Executive Member for Health & Adult Social Services Decision    3 February 2011  
Session**

Joint Report of the Director of Adults, Children & Education and the Director of Customer & Business Support Services

**REVENUE BUDGET ESTIMATES 2011/12****Purpose of Report**

- 1 This report presents the 2011/12 budget proposals for Adult Social Services. It includes:
  - The national context regarding local government funding and the implications for City of York Council
  - The approach that has been adopted to develop budget proposals
  - The outcomes of the customer budget consultation
  - The revenue budget for 2010/11 (Annex 1) to show the existing budgets
  - The budget adjusted and rolled forward from 2010/11 into 2011/12
  - The cost of pay and price increases and increments for the portfolio
  - Proposals for budget service pressure costs and savings options for the portfolio area (Annexes 2 and 3)
  - Fees and charges proposals (Annex 4)
- 2 Budget Council will be held on 24 February 2011 and will make decisions on the overall budget for the Council. In order to facilitate the decision making process the Executive are meeting on 15 February 2011 to consider the recommendations identified by the individual portfolio Executive Members and the results of the consultation exercise.
- 3 The Executive Member is therefore asked to consider the budget proposals included in this report and identify their recommendations (after considering the proposals in annexes 2 and 3) which will be considered by the Executive as part of the consultation exercise. The Executive Member is invited to provide comments on the budget proposals in this report.

**Background**

- 4 The financial context for the 2011/12 budget has been significantly impacted by:
  - Worldwide recession leading to Central Government deficit reduction plan
  - Unprecedented reductions in Public Sector spending
  - At the same time we have unavoidable ongoing financial pressures arising from
    - Increasing number of older people, living longer and requiring care and support services for longer
    - An increase in the number of severely disabled children who require intensive support into and throughout adulthood

- Reductions in income from Council services as people have less money to spend
  - Reduction in funding of subsidised bus travel for older people
  - Increased cost of waste disposal
  - Impact of changes to Pensions and NI legislation
- 5 The Council's 2011/12 budget is being developed within the constraints of the extremely challenging financial climate, set out in the government's Spending Review and provisional finance settlement information. In particular:
- a Total reductions in Government funding of 28% over the next 4 years, heavily frontloaded with CYC's grant being cut by 13.3% in 2011/12
  - b 22 grants, worth £14.403k in 2010/11 and with an indicative value of £11.478k in 2011/12, have been rolled into the formula grant.
  - c The increase in formula grant in the provisional settlement, including the grants transferred in, is only £5.183k, leaving a shortfall in funding of £9,221k between the two years.
  - d 23 grants, worth £8,200k in 2010/11, have been transferred to the new Early Intervention Grant, for which the council will receive £6,350k in 2011/12 a further shortfall of £1,850k.
  - e 21 grants, worth £13,685k in 2010/11, have been incorporated within the Dedicated Schools Grant (DSG). The provisional DSG for 2011/12 is £106,564k, an increase of £13,659k from the 2010/11 level (subject to pupil number adjustments).
  - f There are a further five grants (worth £759k in 2010/11) as yet still under review.
  - g Against these pressures the Executive were advised in December that directorates would need to find savings of £15m to be able to set a balance budget for 2011/12.
  - h In addition, other grants (worth £5,773k in 2010/11) which formerly were direct grants to service areas have been cancelled or reduced, creating additional financial pressures in directorates.
  - i While the Council has been penalised over the past few years by the workings of the floors and ceilings within the formula grant mechanism, for 2011/12 this same process will offer the protection of a damping gain of £2,541k.
  - j The Council will receive a further reduction in formula grant of £4,639k in 2012/13.
- 6 Against these funding reductions the Council has been offered a sum of £1,828k per annum for each year of the Spending Review period if the council tax level in the area is frozen at the 2010/11 level. At the same time the threat of 'capping' local authorities who decide to raise council tax levels or net expenditure above a level yet to be determined by the government has not been removed. York currently has the second lowest Council Tax of all Unitary authorities.
- 7 The 2010/11 revenue budget monitoring process has identified areas of activity that currently have insufficient capacity to deal with the increased demands on those services. In addition consideration has been given to the Council's top priorities, and the need to ensure that key front line areas of activity, particularly those in respect of

adults and children, can continue to be provided. From this analysis, specific areas of investment will be proposed within the Council's 2011/12 budget, in particular within the following areas:

- Increasing demand on adult social care services
- Impact of economic downturn on the Council's income generating services

- 8 The proposed budget for 2011/12 reflects the need to direct investment into these areas in order that planning and monitoring of service delivery and improvement can take place against an adequate resourcing platform.
- 9 In addition, the Council recognises that adequate provision needs to be created within the budget to ensure that the continuing financial impact of the economic downturn can be contained effectively. Following detailed review of economic pressures both on front line services and the Council's Treasury Management function, it is proposed that money will be set aside within the budget to contain the impact of these pressures.
- 10 In order to create the financial capacity to enable adequate investment in these priority areas the budget strategy has been based around certain key financial management principles. A fundamental maxim of the strategy is that Directorates have been made clearly responsible for the robust and effective self-management of their existing financial resources and that restraint has been expected in putting forward for additional growth in budget to be funded corporately.
- 11 Directorates have been expected to contain their net expenditure within clearly defined and strictly enforced cash limits with a clear expectation that Directorates self manage all non-exceptional budget pressures within this cash limit. These pressures include the anticipated cost of the pay award and any incremental increases due in year. Explicitly linked to self-management within defined cash limits has been the requirement for directorates to demonstrate the re-allocation of budgets in order to contain internal financial pressures.
- 12 CYC has a strong track record of delivering Value for Money and initiated an innovative efficiency programme, More for York which is on track to deliver £9m savings from the work undertaken in the current year so it is well placed to meet the financial challenges set out above.

### **Budget Consultation**

- 13 As with previous years we have asked residents what services they value and where they would wish CYC to continue providing the levels of service they receive now and where they think we should reduce spending. This year steps were taken to reduce the cost of the Budget Consultation, due to the very nature of the consultation. Budget questions were included in Your City and available online. Residents were also able to give their views through a separate online budgeting tool - YouChoose. The consultation generated a statistically reliable response of 738 for Your City and 465 for YouChoose. Whilst the level of response is lower than last year the results remain statistically reliable, and furthermore overall spend was less than £1,000.

### **Your City Questions** - This was based upon 3 questions

- 60% of residents would choose to meet the budget challenge through higher fees and charges, 44% through reductions in service and only 30% of residents

through increased Council Tax.

- People are more willing to pay increased charges for Planning, Parking and Leisure facilities than they are for Homecare services.
- In deciding whether budgets for different services should stay the same or be reduced, residents were more likely to say that funding for social care services, community safety and street based services should remain the same – 85% Children’s social care, 75% crime prevention and community safety, 76% Adult social care, 76% waste and recycling, 74% road and footpath maintenance and 70% street cleaning.
- Residents were more willing to reduce spending on a broad range of leisure and culture services and on young peoples services and transport with 64% reducing sport and leisure facilities (including events and activities), 63% reducing theatres and museums, 47% reducing parks and open spaces, 45% reducing libraries, 42% reducing young peoples services and 41% reducing transport services.

**You Choose Questionnaire** - This was an interactive online tool that asked residents to identify how to make £15m savings by either increasing/decreasing Council Tax, spend or fees and charges on a range of services.

- Perhaps because residents were asked to identify total savings they were generally much more likely to reduce expenditure in all areas. However the same pattern of preference as in Your City was repeated with 98% of residents reducing the budget for Council support and public engagement, 92% reduced leisure and culture budgets, 89% reduced Adult Social Care budgets, 81% reduced Children’s Social Care budgets whilst community safety was reduced by 74% of residents.
- In terms of service efficiencies and saving money, respondents were very supportive of all the options. A review of the authority’s fleet vehicles was supported by 82% of respondents, sharing services with partners by 78% and outsourcing services to external suppliers by 57%.

### Principles

14 Directorates have identified options for savings for consideration by the Executive portfolio holder based on 4 key principles. Each of these principles will bring benefits for the citizens of York, and each will be guide us as we tackle the realities of significant budgetary changes in the months and years to come.

- **Create**
  - Opportunities for our citizens and communities, our businesses and educational establishments to prosper and thrive
- **Protect**
  - The most vulnerable members of our community – older people, people with disabilities and, children– by ensuring that the services with which we provide them are the very best possible
  - All citizens by ensuring that vital Council services that secure their well-being continue to be delivered and that all customer groups receive equal outcomes
  - The financial interests of our residents by not raising the amount of Council Tax they pay in 2011/12

- Staff by ensuring wherever possible that we provide security of employment
- **Partner**
  - Increase public participation in decision-making and service delivery
  - Bring together service provision from a range of agencies at a local level so that individuals, community groups and voluntary bodies can shape and prioritise and even take control of delivering services that are needed at a local level.
  - With the voluntary and community sector; health services, and city partners in the police, fire service, education and business to join up services and make the most of all the resources within the city
  - Cost and Quality of services are important to CYC – where we cannot match both the cost and quality of service offered by other providers we will consider using the Community and Voluntary sector, staff co-operatives or the Private sector to deliver services.
- **Efficiency**
  - We will continue to monitor spend and drive costs down
  - We will rationalise and reshape services to make them as efficient as possible
  - Get better value from our non salary spend through effective procurement

### **Delivering the Savings**

- 15 Once again the More for York programme will be used to support the delivery of the savings. The programme will now be on a much larger scale and Directorate Management Teams will be central to delivery and managing the changes. It must be stressed that achievement of these efficiencies will not be easy to deliver but they are essential in order to deliver investment into priority areas. The scale and pace of the transformation process in coming years will be critical to the Council maintaining financial stability. In addition, clearly with the future pressures on public spending, combined with known forecast increased pressures in children's care, adult care, and waste management, the Council will face the need to both achieve significant transformational change, and review the overall type and level of service provision in coming years.

### **Portfolio Overview**

- 16 Within Adult Social Services, we will:
- Continue to support adults with their social care needs and enable them to manage their own care & support and maintain their independence as much as possible, with continued funding of £67.1m pa
  - Invest £7.9m over 5 years in providing additional facilities to promote independent living for vulnerable adults
  - Continue to Spend £22.9m on services for disabled people
  - Invest an additional £3.5m in the care needs of disabled adults and older people in ways which promote independence and personalisation
  - Invest £6.65m over the next 5 years in additional facilities and grants for disabled people.
  - Invest £1.25m over 5 years in technology in the homes of vulnerable adults to maintain their independence

- **Create**
  - Modern, state-of-the-art residential facilities for older people
- **Protect**
  - By taking an “early intervention” approach to social care, we will provide an expanded Reablement Service to enable customers leaving hospital etc. to regain their independence, reducing or removing their need for ongoing care. This both promotes independence and freedom for customers and reduces long-term care costs to CYC.
  - Create greater choice for older people to enable them to remain in their own homes through the use of assistive technology with £1.25m to be spent on Telecare over 5 years
- **Partner**
  - Work with health professionals to reshape health and social care services for older people
  - We will work with partners to maximise availability, quality and cost-efficiency of social care services.
  - Work with all city partners and Voluntary sector and Community partners to join up services at a local level
- **Efficiency**
  - We will reduce costs by integrating and rationalising our management structures and support functions
  - We will reduce the unit cost of providing residential care for older people by renegotiating contracts to reduce spend on the procurement of goods & services in our Elderly Persons’ Homes and improve rotas of care staff to achieve the most efficient use of our resources.
  - We will increase the “personalisation” of social care, providing customers with more choice and control over their care by:
    - ⇒ Reducing the cost of high quality Care Services and Home Support services to customers.
    - ⇒ Making sure charges to customers are clear and transparent and reflect the actual costs of service.

### **Budget Proposals for Adult Social Services**

- 17 A summary of the budget proposals is shown in Table 1 below. Further details on each individual element are presented in the subsequent paragraphs.

<b>Table 1: Proposed Adult Social Services Budget 2011/12</b>	Para	£000
<b>Base Budget 2011/12</b>	<b>18</b>	<b>40,284</b>
Adjustment for former service grants transferring into the general formula grant (RSG)	19	+ 11,509
Allocation for increments	20	+ 686
Service Pressure proposals	21	+ 1,449
Savings proposals (Annex 3)	23	- 5,002
Less: Balance of 2010/11 Savings not yet delivered		+ 550
Provision for staff severance costs		+ 180
<b>2011/12 Total Proposed Budget</b>		<b>49,656</b>

**Base Budget (£40,284k)**

- 18 This represents the latest budget for 2010/11, updated for the full year effect of decisions taken during 2010/11, e.g. supplementary estimates awarded.

**Adjustment for Former Service Grants (£11,509k)**

- 19 This adjustment is the budgetary effect of former direct service grants being transferred to general grants. The review of the service provision identified in paragraph 24 includes areas that are no longer funded by direct grants

**Increments (£686k)**

- 20 The job evaluation exercise resulted in a twelve grade structure with four levels within each band. 2011/12 is the final year that will include incremental payments for staff appointed at the bottom of the grade as part of that process

**Service Pressures (£1,449k)**

- 21 A range of options for service pressure proposals has been considered and in view of the overall available resources it is proposed that only those proposals shown in Annex 2 are included as the preferred options for Adult Social Services. The proposals put forward are the result of a rigorous assessment process, which included looking at the risk to customers and staff, legislative requirement, proven customer demand and the Council's corporate objectives. There is a general price freeze on most budgets. The amount allowed within service pressures for price inflation is to fund known price increases, e.g. contract payments.

**Contingency Items**

- 22 Members should note that there are potential expenditure pressures that may materialise in 2011/12 but which are not yet certain or not quantifiable at this stage. The Executive will decide on 15 February 2011 whether or not to set a general contingency to provide possible funding for such items for 2011/12.

**Savings Proposals (£-5,002k)**

- 23 Members will be aware that the 2010/11 budget savings were significant and that all Directorates are operating within a tight financial environment. In addition the Council has accelerated its' efficiency programme, More For York, which had an initial target of generating £15m of budget savings over three years, to meet the financial constraints of the governments' spending Review and the provisional finance settlement.
- 24 In seeking to achieve savings for the 2011/12 budget Directorates have examined budgets with a view to identifying savings that have a minimum impact on the services provided to the public, customers and the wider Council and are not already included in existing blueprints for More For York. They have concentrated on initiatives that:
- improve quality and efficiency

- Reduce Management and administrative costs
- Protect frontline services especially services for the most vulnerable members of our community
- Result from ongoing service reviews
- generate income
- address budgetary underspends
- improve cash flow and interest earnings

25 In addition to the initiatives listed above the price increases and list of savings also include proposals to increase fees and charges (see also section below). Generally these are in line with inflation, but this is varied by directorates as they are affected by national constraints/requirements.

26 Annex 3 shows the full list of savings proposals for the Adult Social Services.

### **Fees and Charges**

27 The details of the proposed fees and charges for the services provided by this portfolio are set out in Annex 4. Where fees and charges increases are being set above the inflation requirement they have been included in Annex 3.

### **Consultation**

28 This paper forms part of the Council's budget consultation. The results of consultation to date are included in the report. These include a Your City Questionnaire, Youchoose, an online questionnaire, a public meeting led by the Leader of the Council and Director of Customer and Business Support Services where participants were presented with information on pressures facing each directorate, and a further session with the business communities of the city

### **Options**

29 As part of the consultation process The Executive Member is asked for their comments or alternative suggestions on the proposals shown in Annexes 2 and 3.

### **Analysis**

30 All the analysis is provided in the body of the report and the annexes.

### **Corporate Priorities**

31 The budget represents the opportunity to prioritise resources towards corporate priority areas. The principles set out in this report which have driven the development of savings and growth proposals are derived from the Councils corporate priorities.

### **Implications**

32 The implications are:

- Financial - The financial implications are dealt with in the body of the report.
- Human Resources - Implications are identified against each of the individual



savings proposal listed in annexes 2 and 3 where appropriate. In summary though, the savings proposed in Annex 3 equate to the loss of between 6 and 7 FTE posts, subject to further work to review the future needs of the service. Some of these posts will be part time and a number are currently vacant. In addition some proposals may lead to reduced hours, changes to patterns of work or changes to service delivery models. HR has been involved in the development of the budget proposals and has worked with DMT and local managers to identify the HR implications of the proposals and start consultation with staff and Trade Unions. HR implications will be managed in accordance with established Supporting Transformation procedures and every effort will be made to avoid compulsory redundancies.

- Equalities – The consideration of the impact of these proposals on each equalities strand has been carefully considered by officers as part of the budget preparation process. Consultation has also taken place with representatives of groups in York and feedback has been incorporated. Individual Equalities Impact Assessments (EIA) have been undertaken where appropriate and the impacts of each proposal are set out in Annex 3. An Overall EIA of the budget has been undertaken and will be a background paper to the Executive report.
- Legal - there are no specific legal implications to this report.
- Crime and Disorder - there are no specific crime and disorder implications to this report.
- Information Technology - there are no information technology implications to this report.
- Property - there are no property implications to this report.

### **Risk Management**

- 33 Key reporting mechanisms to Members on budget matters will continue to be through mid-year monitoring reports and the final Revenue Outturn report for the year. The format/timing of these reports has recently been considered by the Council's Management Team but as a minimum they will report on forecast out-turn compared to budgets and will also address the progress made on investments and savings included within the budgets.
- 34 The budget setting process always entails a degree of risk as managers attempt to assess known and uncertain future events. As with any budget the key to mitigating risk is prompt monitoring and appropriate management control. As such updated figures and revised corrective actions will be monitored via Directorate Management Teams, Corporate Management Team and the monitor reports during the year.

### **Recommendations**

- 35 The Executive Member is invited to consider whether the budget proposals are in line with the Council's priorities.
- 36 The Executive Member is invited to provide comments on the budget proposals for savings and growth which have been prepared by Officers and contained in this report, which are intended to form part of the Council's budget to be considered by the Budget Executive on 15 February 2011.

- 37 The Executive Member is invited to provide comments on the areas for consultation for the revenue budget contained in this report, which may form part of the Council's budget to be considered by the Budget Executive on 15 February 2011.
- 38 The Executive Member is asked to consider the budget proposals for consultation for Adult Social Services for 2011/12 contained in this report and listed below and provide comments to be submitted to the Budget Executive on 15 February 2011.
- 2011/12 Base budget as set out in paragraph 17;
  - Service Pressures as set out at Annex 2;
  - Savings proposals as set out in Annex 3;
  - Fees & charges as set out in Annex 4

<b>Contact Details</b>		<b>Chief Officers Responsible for the Report:</b>	
<b>Author:</b>			
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		<b>Report Approved</b>	√ <b>Date</b> 21 January 2011
<b>Specialist Implications Officer:</b> Mark Bennett, ACE HR Manager, Tel: 01904 554518			
<b>Wards Affected:</b>		<b>All</b>	√
<b>For further information please contact the author of the report</b>			

- Annex 1 - 2010/11 Original Budgets**
- Annex 2 - Service Pressure Proposals**
- Annex 3 - Savings Proposals**
- Annex 4 - Fees & Charges Schedules**

**Background Papers**

- 2011/12 Budget Files
- Provisional Local Government Finance Settlement - December 2010

**SERVICE PLAN****ADULT SOCIAL SERVICES - SUMMARY****DETAILED EXPENDITURE**

	<b>2010/11 BUDGET £'000</b>
Employees	22,297
Premises	939
Transport	1,381
Supplies & Services	43,552
Miscellaneous	
- Recharges	6,620
- Other	207
Capital Financing	1,116

**GROSS EXPENDITURE****76,112**

Income

(25,841)

**NET EXPENDITURE****50,271****COST CENTRE EXPENDITURE**

	<b>2010/11 BUDGET £'000</b>
Assesment & Personalisation	18,971
Provision & Transformation	19,842
Integrated Commissioning	11,458

**NET EXPENDITURE****50,271**

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**Adult Social Services - Service Pressure Proposals - 2011/12**

Ref	Brief Description	Net Cost	Full Year	Full Year	Staffing	Customer	Equalities
		2011/12	2012/13	2013/14	Impact	Impact	Impact
		£000	£000	£000			
ACEG06	<p><b>Increased Demand - Complex Needs</b></p> <p>An additional 10 clients with high dependency complex needs will require support in 2011/12. Three schemes are being developed which will provide long term solutions for individuals and support the agenda of moving away from residential care to more personalised outcomes of care based in the community, which put the individual at the heart of the care planning and management process.</p>	355	458	458	This development will create new employment opportunities within the care sector	Provides specific support to high dependency customers.	The needs of the individuals have been considered in the development of this proposal.
ACEG07	<p><b>Direct Payments and Demographic Increases in the Adult Care Population</b></p> <p>This £900k proposal reflects the current level of unbudgeted take up of increased care packages including Direct Payments being experienced in 2010/11, and will allow the Council to continue to cover the financial consequences of meeting its current statutory responsibilities in this area. In addition and for 2011/12 the Council is expecting to be able to access, in conjunction with the PCT, £2m of additional government funding in 2011/12. The expectation is that this funding will be used on a partnership basis to manage the additional costs of projected demographic increases in the adult care population in the city.</p>	900	900	900	None	Allows the council to continue to deliver support to social care customers.	None

Ref	Brief Description	Net Cost	Full Year	Full Year	Staffing	Customer	Equalities
		2011/12	2012/13	2013/14	Impact	Impact	Impact
		£000	£000	£000			
ACEG08	<b>Mayfield Court Supported Living</b> Supported living scheme to provide support for 21 clients. The alternative costs of supporting these individuals through existing support mechanisms is estimated at an additional £330k pa. Therefore a net saving of £136k pa can be made against this projected additional expenditure.	194	194	194	This development will create new employment opportunities within the care sector	Provides specific targeted support to this customer group	The needs of the individuals have been considered in the development of this proposal.

**Total**      1,449      1,552      1,552

**Adult Social Services - Savings Proposals - 2011/12**

Ref	Brief Description	Net Cost	Full Year	Full Year	Staffing	Customer	Equalities
		2011/12	2012/13	2013/14	Impact	Impact	Impact
		£000	£000	£000			
ACES01	<p><b>Review Of Elderly Persons Homes</b></p> <p>Unit costs are currently high; between £160 and £500 per week more than equivalent private sector provision. The saving involves reviewing the staffing allocation and use across the EPHs and adjusting the levels and patterns accordingly to reduce the unit cost of care provision. Any changes will be managed through natural staff turnover and by removing the use of overtime and agency staff unless for specific business cases by approved exception. Estimated saving £480k.</p> <p>In addition we will work with partners to review our Elderly Persons Homes in line with our Older People's Commissioning Strategy and consistent with the views of older people. Estimated saving £270k.</p>	-750	-750	-750	Staff turnover and voluntary early retirement are likely to be sufficient to realise the full savings.	The quality of provision would be at least maintained.	Care would be taken to assess the impact of any recommendations on vulnerable groups.

Ref	Brief Description	Net Cost	Full Year	Full Year	Staffing	Customer	Equalities
		2011/12	2012/13	2013/14	Impact	Impact	Impact
		£000	£000	£000			
ACES03	<p><b>Care Services (Day)</b> This proposal reviews the in-house provision of Care Services (Day domiciliary care) to adult customers and considers other provider options, including expanding our current use of the independent sector.</p>	-274	-390	-390	If the review results in a change to how services are provided then there could be potential implications for staff e.g. around TUPE. 75 staff provide the service.	Potential change of provider for customers	None
ACES04	<p><b>Home Support Services</b> Explore whether the use of the private or voluntary sector could be made to provide Home Support services.</p>	-225	-300	-300	As for ACES03. 22 staff provide the service	Potential new provider arrangements	Care would be tailored to assess the impact of any recommendations on vulnerable groups.
ACES22	<p><b>Locality Teams Review</b> Efficiency saving made by system improvements.</p>	-2	-2	-2	Minimal	None	None



Ref	Brief Description	Net Cost	Full Year	Full Year	Staffing	Customer	Equalities
		2011/12	2012/13	2013/14	Impact	Impact	Impact
		£000	£000	£000			
ACES23	<p><b>Non Residential Charging Policy</b>  Implement a revised policy in line with the government guidance. This would move towards a system whereby contributions more accurately reflect the level of services being received, whilst remaining affordable for individual customers.</p> <p>Fairer Contributions Guidance sets out how the chargeable amount of a personal budget might be calculated. It does not propose any changes to the financial assessment process, but does require changes to how the cost of the service is calculated. In future services will be costed on a more accurate reflection of the true cost of the services as provided within their agreed support plan.</p> <p>Consequently this will remove hidden subsidies from some services, such as day care and transport.</p>	-350	-350	-350	None	Some customers will be required to pay more towards the costs of their care, but this should not be beyond what is deemed affordable and would be more transparent.	Care would be taken to assess the impact of any recommendations on vulnerable groups.

Ref	Brief Description	Net Cost	Full Year	Full Year	Staffing	Customer	Equalities
		2011/12	2012/13	2013/14	Impact	Impact	Impact
		£000	£000	£000			
ACES24	<b>Sheltered Housing Extra Care Support</b> This proposal reviews the in-house provision of domiciliary care that is provided to Sheltered Housing with Extra Care Schemes (SHEC) for adult customers. It compares the current service costs to the expected costs if the same service was purchased from the private sector.	-168	-230	-230	As for ACES03. 50 staff provide the service	Potential change of provider for customers	Care would be taken to assess the impact of any recommendations on vulnerable groups.
ACES25	<b>Learning Disability Provider Services</b> A restructure of the management arrangements for LD provider services including Yorkcraft and Greenworks	-136	-136	-136	Removal of 3.0 fte posts	None	None
ACES26	<b>Active Health</b> Administration and monitoring of attendance at work no longer to be managed by Active Health.	-25	-25	-25	None	None	None
ACES27	<b>EPH Meals &amp; Procurement.</b> New tenders for purchasing items resulting in reduced price paid for some goods & services.	-34	-34	-34	None	None	None

Ref	Brief Description	Net Cost	Full Year	Full Year	Staffing	Customer	Equalities
		2011/12	2012/13	2013/14	Impact	Impact	Impact
		£000	£000	£000			
ACES28	<b>Care Services (Night)</b> This proposal reviews the in-house provision of Care Services (Night domiciliary care) to adult customers. It compares the current service costs to the expected costs if the same service was purchased from the private sector.	-100	-200	-200	As for ACES03.	Potential change of provider for customers	Care would be taken to assess the impact of any recommendations on vulnerable groups.
ACES37	<b>Warden Call</b> Efficiencies in several smaller running cost budgets, £15k saving built in for equipment on the assumption that digital upgrade work done and telecare expenditure should reduce future need.	-30	-30	-30	None	None	None
ACES38	<b>Yorkcraft</b> Operating costs efficiency savings and additional income.	-38	-38	-38	None	None	None
ACES44	<b>Adult Commissioning &amp; Contracts Administrative Support</b> Review admin support to commissioning teams in light of new IT systems for contracts and finance.	-8	-11	-11	Potential removal of equivalent of 0.5 fte post	None	None

Ref	Brief Description	Net Cost	Full Year	Full Year	Staffing	Customer	Equalities
		2011/12	2012/13	2013/14	Impact	Impact	Impact
		£000	£000	£000			
ACES46	<b>Adult Contracted Services</b> Further discussions will be held with providers to determine the most appropriate way of implementing a targeted withdrawal of funding	-57	-57	-57	None	This includes our our voluntary sector contracts which offer a preventative service, however we are proposing to offer protection to those services which support carers, and those living with dementia. Those services affected who provide direct support to customers will be subject to a 3% reduction on current levels.	Services provide support to vulnerable groups and so it is not possible to avoid an impact on vulnerable groups. Wherever possible we will work with providers to minimise this impact
ACES51	<b>Adults Services Transport</b> Adult Services efficiency saving to be generated from the current review of Transport Provision.	-20	-20	-20	None	None	None
ACES57	<b>Community Equipment Store</b> Minor efficiencies in several running cost budgets.	-5	-5	-5	None	None	None
ACES58	<b>Health &amp; Disability Assessment</b> Reduction in community facilitators time.	-5	-5	-5	None	Minimal	Care would be taken to assess the impact of any recommendations on vulnerable groups.

Ref	Brief Description	Net Cost	Full Year	Full Year	Staffing	Customer	Equalities
		2011/12	2012/13	2013/14	Impact	Impact	Impact
		£000	£000	£000			
ACES59	<p><b>Occupational Therapy</b></p> <p>The deletion of a vacant OT post due to the successful remodelling of the service throughputs. A new streamlined assessment process through using a more efficient clinic model which diminishes the number of home visits required allows a reduction in staffing without compromising service delivery.</p>	-21	-21	-21	Removal of 1 fte post	None	None
ACES60	<p><b>Respite Care</b></p> <p>A small reduction in the amount of respite care that will be available to customers. This will reduce the overall available bed days by less than 3%.</p>	-5	-5	-5	None	Small impact on the overall respite care availability to customers.	Individuals will not be affected as if respite is needed it will be provided.
ACES61	<p><b>Emergency Duty Team</b></p> <p>A reduced contribution to the joint service delivered by NYCC. The reduction reflects a reassessment of the level of demand being put on the service by CYC adults and children's services.</p>	-20	-20	-20	None	None	None

Ref	Brief Description	Net Cost	Full Year	Full Year	Staffing	Customer	Equalities
		2011/12	2012/13	2013/14	Impact	Impact	Impact
		£000	£000	£000			
ACES102	<p><b>Preserved Rights</b> Expenditure relates to a cohort of residential and nursing customers as at 31/3/1993 whose rights to Income Support at a particular level were preserved when responsibility for them transferred to Local Authorities in April 2002. Diminishing client numbers allow a saving to be made.</p>	-180	-180	-180	None	None	None
ACES103	<p><b>Social Care Reform</b> The 3 year grant to assist authorities in transforming adult social care was assumed to be ending in 2010/11 and the project plan therefore ensured most spend was to cease in March 2011. We therefore have sufficient resources required to deliver the improvements in delivery that were planned.</p>	-495	-495	-495	None	None	None

Ref	Brief Description	Net Cost	Full Year	Full Year	Staffing	Customer	Equalities
		2011/12	2012/13	2013/14	Impact	Impact	Impact
		£000	£000	£000			
ACES104	<p><b>Learning Disability Campus Closure</b></p> <p>Previously supported from transitional funding given to authorities to assist Learning Disability customers in campus accommodation as at April 2001 transfer into the community. The cost of supporting these customers has been absorbed within existing budgets as the customer numbers have reduced.</p>	-447	-447	-447	None	None	None
ACES105	<p><b>Stroke Strategy</b></p> <p>Planned reduction in expenditure designed to improve the delivery of care and support services for stroke survivors and their carers.</p>	-59	-59	-59	None	Minimal	Care would be taken assess the impact of recommendations on vulnerable groups.
ACES106	<p><b>Carers Grant</b></p> <p>Due to a carry forward from the previous year, the existing budget exceeds planned provision by the service for 2011/12, hence the excess has been given up as a saving.</p>	-59	-59	-59	None	None	None

Ref	Brief Description	Net Cost	Full Year	Full Year	Staffing	Customer	Equalities
		2011/12	2012/13	2013/14	Impact	Impact	Impact
		£000	£000	£000			
ACES107	<b>Mental Capacity Act &amp; Independent Mental Capacity</b> Expenditure incurred to implement the above act has been well below the allocation as demand for the service has been less than anticipated.	-30	-30	-30	None	None	None
ACES108	<b>Mental Health Grant</b> Remove AMPH post from June 2011. The more efficient distribution of workloads across the teams will ensure sufficient capacity is still available to deliver the service.	-38	-50	-50	Removal of 1 fte post	None	None
ACES109	<b>Expansion of Re-ablement Services.</b> The success of such schemes is well documented and gives significant help to customers to enable them to better manage their lives therefore reducing the call on more expensive care packages. The Executive agreed to market testing the service with a view to double the capacity in a new re-ablement service model.	-268	-842	-1148	If the Executive confirms a change to how services are provided then there could be potential implications for staff e.g. around TUPE.	None	Care would be taken assess the impact of recommendations on vulnerable groups.



Ref	Brief Description	Net Cost	Full Year	Full Year	Staffing	Customer	Equalities
		2011/12	2012/13	2013/14	Impact	Impact	Impact
		£000	£000	£000			
ACES110	<b>Adult Social Care Workforce Training</b> More efficient commissioning of mandatory and other training in a single ACE workforce development team.	-50	-50	-50	None	None	None
ACES111	<b>AD Adult Services Commissioning</b> Combined responsibilities for adults and children's social care commissioning to remove one post.	-50	-50	-50	Removal of 1 fte post	None	None
ACES112	<b>22 The Avenue / Sycamore House</b> Review of mental health provider budgets by PCT who manage these services on behalf of the Council.	-23	-23	-23	None	None	Care would be taken assess the impact of recommendations on vulnerable groups.
ACES113	<b>Supporting People Administration Saving</b> The continuation of the saving being delivered in 2010/11 following the in year reduction of the SP Admin Grant.	-182	-182	-182	None	None	None

Ref	Brief Description	Net Cost	Full Year	Full Year	Staffing	Customer	Equalities
		2011/12	2012/13	2013/14	Impact	Impact	Impact
		£000	£000	£000			
ACES114	<p><b>Supporting People Programme Reduction</b></p> <p>Planned series of service reviews underway which will rationalise and create efficiencies in the overall programme. The programme will need to make 10% savings next year, and discussions are underway with providers to identify where efficiencies can be brought forward earlier than planned in the regular service review programme. This will include retendering some services, and combining some contracts to deliver similar services in a joined up way in future</p>	-739	-739	-739	None	Customers may experience a change in provider or service delivery approach.	Services provide support to vulnerable groups and so it is not possible to avoid an impact on vulnerable groups. Wherever possible we will work with providers to minimise this impact.
ACES115	<p><b>Learning Disability Development Fund</b></p> <p>The current commitments of the Development Fund can be met from previous year's underspends which have been carried forward so a proportion of the ongoing budget has been offered as a saving.</p>	-63	-46	-46	None	None	New initiatives will be limited. This will impact on people with a learning disability but will not reduce the support available currently
ACES116	<p><b>Local Involvement Networks</b></p> <p>A reduction in contract value to the host organisation of 10%.</p>	-11	-11	-11	None	None	None

Ref	Brief Description	Net Cost	Full Year	Full Year	Staffing	Customer	Equalities
		2011/12	2012/13	2013/14	Impact	Impact	Impact
		£000	£000	£000			
ACES117	<b>Adult Services Support Services Manager</b> Reduction in Senior Management posts through a merger of support functions in ACE.	-35	-35	-35	Removal of 1 fte post	None	None

**Total**      -5,002      -5,927      -6,233

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**STANDARD CHARGES FOR RESIDENTIAL CARE HOMES AND NON-RESIDENTIAL SERVICE**

Type of Service	Current Charge 2010/11 £	Proposed Charge 2011/12 £
<b><u>Residential Homes (weekly charge)</u></b>		
Elderly Persons Homes	473.83	485.03
Residential Respite Care for Adults – Mental Health (22 The Avenue)	682.89	717.85
Residential Short Breaks for Adults with Learning Disabilities (Flaxman Avenue)	1,189.46	1,332.10
<b><u>Discretionary Charges</u></b>		
Personal Home Care (carer support in the home)	16.00 per hour	16.00 per hour
Day care activities and personal support (services provided away from the home)	6.85 per day or session	5.00 per hour
Transport	1.80 per day	7.00 per journey
Laundry*	3.75 per load	3.75 per load
Warden Call**	4.25 per week	4.25 per week
Meals at Day Centres	2.50 per meal	2.50 per meal

\* Laundry only provided as part of an existing package of care

\*\* Warden Call includes Mobile Warden visiting service

**NB:**

**Increase in Discretionary Charges and Fees links to Savings proposal ACES23 and separate agenda item on change in charging policy**

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