

**Report to: Cabinet**

**Appendix 1**

**Date: 31 January 2006**

**By: Keith Hinkley, Director of Adult Social Care**

**Title of report: Reconciling Policy and Resources: Directors Commentary - Adult Social Care 2006/07**

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## **1. Background**

- 1.1. The Directorate has an annual budget of £109million in 2005/06. The proposed standstill pressure is 9.1%, less a 2% efficiency target, which equals 7.1%. This is a cash increase of £7.7million.
- 1.2. Service pressures continue to increase for older people and the learning disabled. This reflects national trends, but within older people's services the challenge is particularly significant in East Sussex.
- 1.3. There has been a significant rise in costs, again particularly in older people's services, due to the effects of implementing Single Status and rises in independent sector fee rates. There remains relatively high numbers placed in mental health and learning disability residential and nursing care.
- 1.4. A joint White Paper on adult social care and community health services is expected in January. This is expected to reflect the principles set out in the Green Paper: Independence, Well-being and Choice. There will be increased expectations on local authorities to lead partnership working, increase investment in preventative services and to take greater responsibility for the well-being of the whole community.

## **2. Current situation**

- 2.1. The Department has undertaken a comprehensive review of its current commitments, performance and projected demand for services, including benchmarking against other local authorities in our Audit Commission group. As a result, additional pressures of £2.1million have been identified above the proposed standstill.

## **3. Proposals**

- 3.1. There are four key factors in managing policy and resources in the short to medium term:
  - Maintaining strategically critical services such as intermediate care and community support teams which promote independence and help manage demand.
  - Modernising services in line with the objectives in the White Paper expected in January through developing alternative ways to deliver care within existing resources and by integrated working with partners. Recent success in applying for Government grants, including Partnerships for Older People's Projects, will be critical in developing this provision.
  - Delivery of greater efficiency by improvements to commissioning, procurement and business systems leading to reductions in unit costs.
  - Establishing eligibility criteria that enable fair and transparent allocation of services within available resources.

- 3.2. For 2006/07 eligibility criteria will be reviewed with a recommendation made that thresholds for access to services are raised. This will then have to be applied to new and existing customers and for some this will lead to the reduction or withdrawal of services. In addition savings have to be identified through dis-investment from identified services with the resources released being re-directed to meeting the needs of the most vulnerable. Planning assumptions have taken into account the effect of the proposals delivering only part year savings in some areas.
- 3.3. In the medium term however improvements to productivity will release resources to help meet the cost of increased demand for services. This work focuses on the following areas:
- i. improvements to commissioning and procurement
  - ii. improved productivity in service delivery
  - iii. greater efficiency in business systems
  - iv. review of income
- The investment to deliver future efficiencies is subject to a bid to the County Council's capital programme. Improvements can be delivered within available funding but the level and pace of change will be determined by available resources.

#### **4. Conclusion**

- 4.1. The objective of current proposals is to maintain commitment to strategically important services and modernisation, set eligibility criteria at a sustainable position and shift investment to those with the greatest need. The overall level of savings meets both the efficiency target and the additional pressures that have been identified.
- 4.2. Adult Social Care will develop a medium term plan for presentation to Cabinet in May 2006 detailing the process of business transformation and outlining policy, resource and performance commitments to 2008/09.
- 4.3. The plans outlined are challenging and implementation will require robust monitoring to ensure resources are released only as savings are delivered.

**Keith Hinkley**  
**Director of Adult Social Care**

Reconciling Policy and Resources: Adult Social Care Budget 2006/07  
*Proposed Budget Savings*

Service Area	Adult Social Care: Savings target 2006/07 £2.292m				
	Proposed Savings	06/07 Saving	Impact	Category	Additional 07/08 Saving
		(£000's)			
Older People					
	Review of high cost placements	62	Medium	A	
	Review of eligibility criteria	645	High	D	
	Full year effect of the transfer of home care packages to the independent sector and increased productivity	600	Low	A	
	Review of transport arrangements to specialist services	40	Low	A	
	Review of Contracts for Services	25	Medium	A	
	Review of carers services through implementation of a commissioning strategy	350	High	A	
	Increased efficiency in directly provided residential homes through maintenance of higher occupancy levels	200	Low	A	

	Review of Day Services and Gilda Crescent	*	High	D	50
	Review high cost community packages	265	High	A	
Income	Increased income through review of the charging policy and processes	250	Medium	C	
	<b>Older People sub-total</b>	<b>2,437</b>			<b>50</b>
Physical Disabilities					
	Review of high cost placements	170	Medium	A	
	Review ESVC Contract	140	Medium	A	
	Review of ESDA Holiday Respite Service	6	Medium	A	
	Review of eligibility criteria	70	High	D	
	<b>Physical Disabilities sub-total</b>	<b>386</b>			<b>0</b>
Learning Disabilities					
	Review of high cost placements	100	Medium	A	
	Review of eligibility criteria	220	High	D	
	Review Hastings and Bexhill Mencap services	18	Medium	A	
	Review Avis Way Day Centre	250	High	D	100
	Reduction in funding to Mencap Advocacy service	100	Medium	A	
	Review of small group homes	450	High	A	
	<b>Learning Disabilities sub-total</b>	<b>1,138</b>			<b>100</b>

Mental Health					
	Review of contracted services	47	High	A	
	Review of eligibility criteria	65	High	D	
	Review of high cost placements	20	Medium	A	
	Deletion of one post	30	High	A	
	Review Rethink services	78	Medium	A	
	Review MACA services	60	Medium	A	
	<b>Mental Health sub-total</b>	<b>300</b>			<b>0</b>
Man & Supp					
	Review of support to independent providers	110	Medium	A	
	Review Transport SLA	30	Low	A	
	<b>Management &amp; Support sub total</b>	<b>140</b>			<b>0</b>
<b>Total - Savings</b>		<b>4,401</b>			<b>150</b>

\* Some £800k will be saved in 2006/07 from this review but this is already factored in to the 2006/07 budget as part of decisions made in 2005/06 budget process

A            AES CASHABLE  
C            INCOME GENERATION  
D            OTHER SAVINGS



## Potential saving - Closure of Avis Way

### a. Running costs for Avis Way in 2005/06

Cost elements	Budget	Spend	Variance
Employee Related Costs	302,100	287,406	14,694
Premises Related Costs	25,500	27,202	-1,702
Transport Related Costs	41,600	54,846	-13,246
Supplies & Services	17,900	14,335	3,565
Capital Financing Costs	4,000	4,479	-479
<b>Revenue Expenditure</b>	<b>391,100</b>	<b>388,268</b>	<b>2,832</b>
Other Grants & Contributions*	-26,100	-23,050	-3,050
Customer & Client Receipts	-3,100	-3,448	348
<b>Revenue Income</b>	<b>-29,200</b>	<b>-26,498</b>	<b>-2,702</b>
<b>Total</b>	<b>361,900</b>	<b>361,770</b>	<b>130</b>

### b. Estimated Re provisioning Costs @ 2005/06 prices

Additional salary costs for staff to support clients	110,948
17% on costs**	18,861
<b>Total Costs</b>	<b>129,809</b>

### c. Estimated Saving (section a- section b)

**231,961**

#### Notes:

\* Other Grants & Contributions being Income received by ESCC for clients placed by other Local Authorities (i.e. Kent County Council, Brighton & Hove etc.)

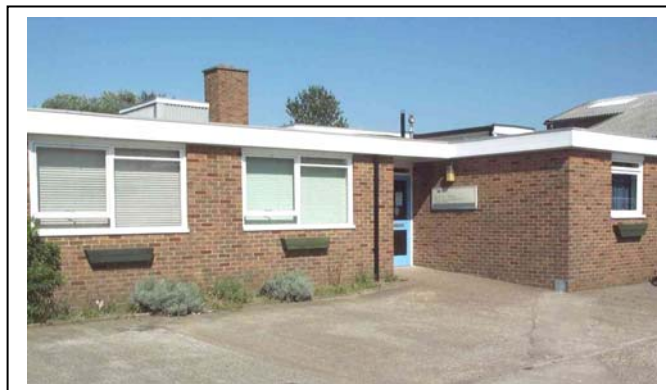
\*\* On costs being National Insurance/Pension Contributions

# Service Profile

## Avis Way Day Service

Address: **Avis Way,  
Newhaven,  
East Sussex,  
BN9 0DP**

Telephone: **01273 514747**  
 FAX: **01273 513717**  
 Operations Manager: **Jackie Bennett**  
 Resource Officer: **Tracey Neve**



### Introduction

Avis Way Day Service is situated in an industrial estate on the outskirts of Newhaven. It is attached to an ambulance station and shares a front courtyard and parking area. The building is leased from Lewes District Council which is due to expire in 2066.

The building comprise of a kitchen and dining room, A main activities room, small activities and life skills training areas various offices and an area that is currently utilised for those service users with complex and additional needs. The building also has a small garden at the rear.

The data found in this document was correct at time of collection and may vary from time to time.

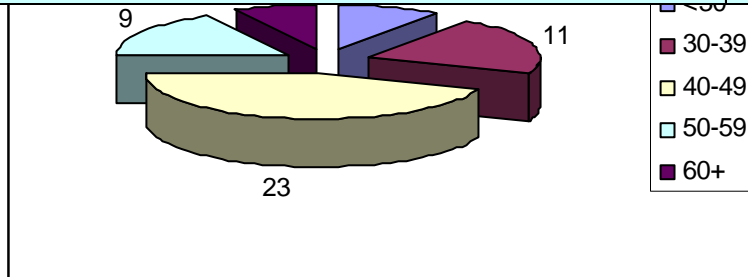
Avis Way Day Service opened in 1969 and provides day services for 52 people with learning disabilities from Newhaven and the surrounding area.



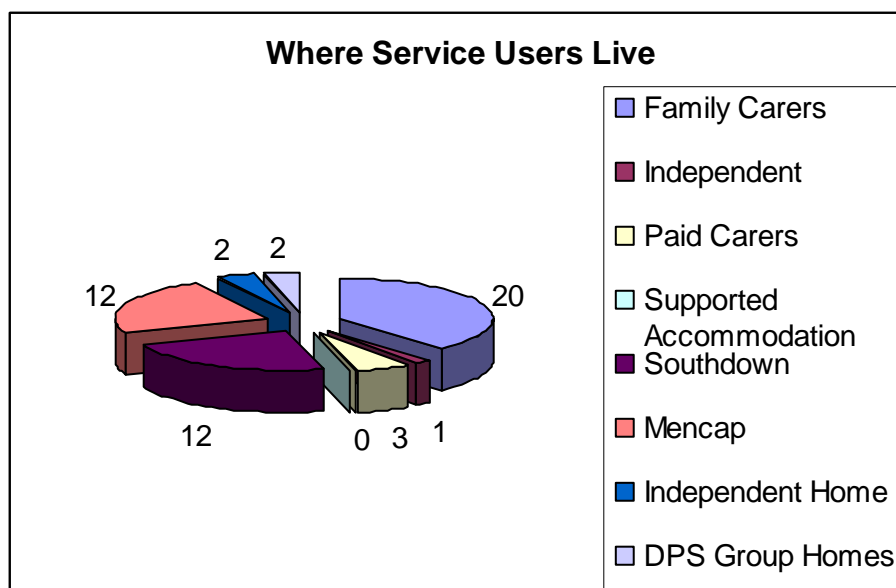


### Number of Service Users in Age Groups

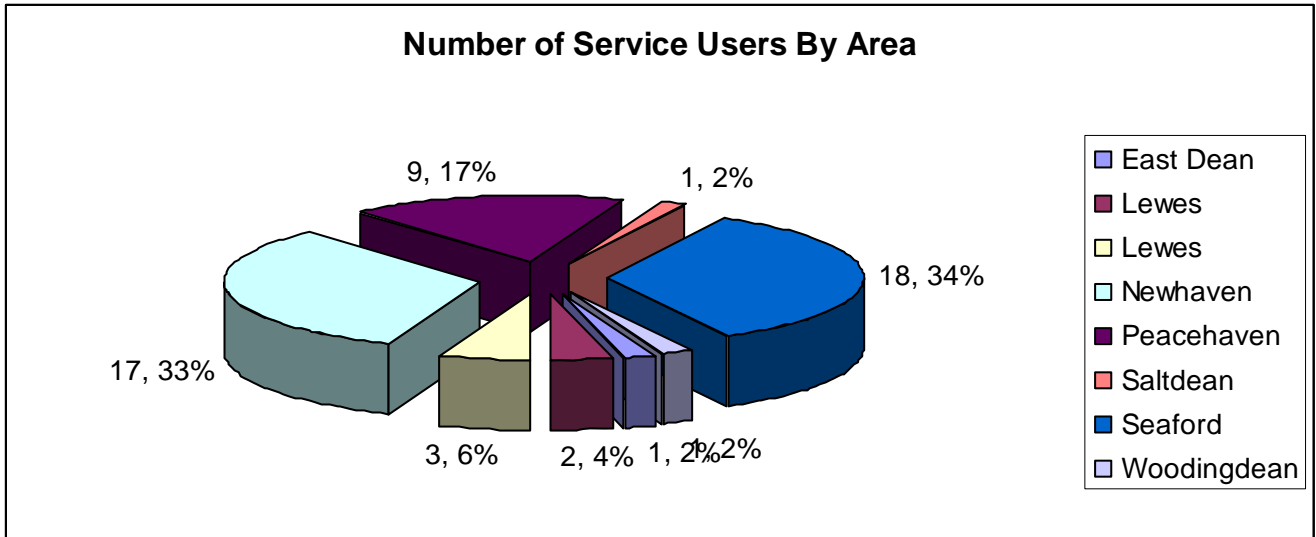
	Number of Service Users in Age Groups	
<30		5
30-39		11
40-49		23
50-59		9
60+		4
<b>Total Service Users</b>		<b>52</b>



Accommodation	No. Service Users
Family Carers	20
Independent	1
Paid Carers	3
Supported Accommodation	0
Southdown	12
Mencap	12
Independent Home	2
DPS Group Homes	2
<b>Total</b>	<b>52</b>



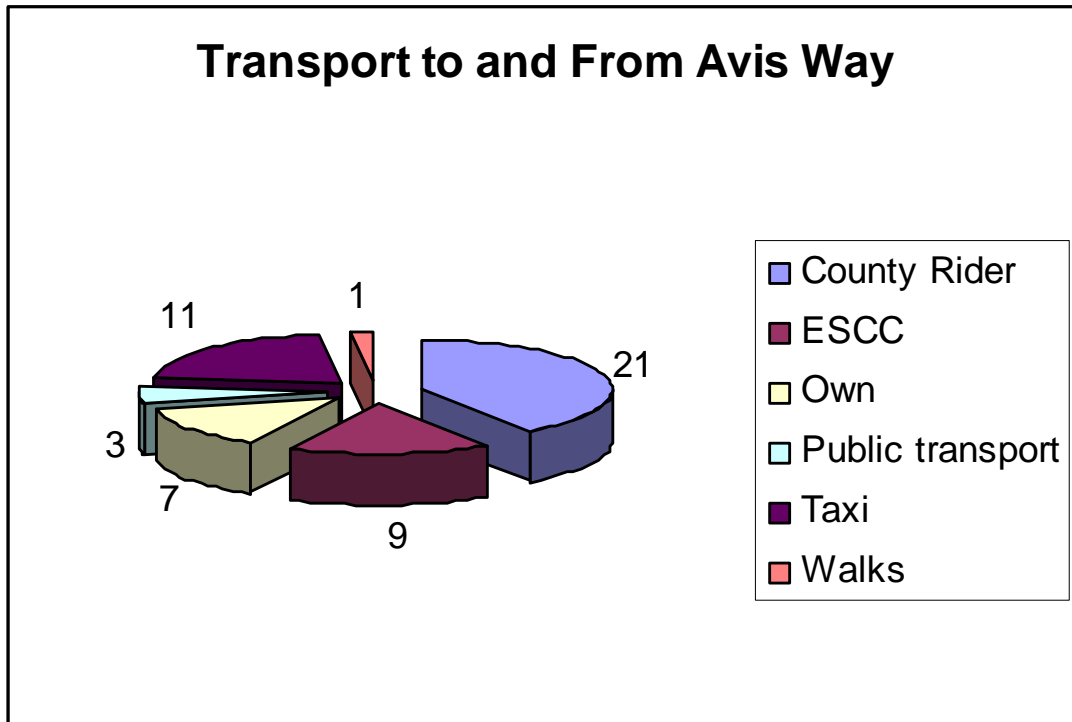
AREA	Post Code	Service Users
East Dean	BN20	1
Lewes	BN7	2
Lewes	BN8	3
Newhaven	BN9	17
Peacehaven	BN10	9
Saltdean	BN2	1
Seaford	BN25	18
Woodingdean	BN2	1



## Transport

### Method of Transport

County Rider	21
ESCC	9
Own	7
Public transport	3
Taxi	11
Walks	1



## Appendix 4

### List of Consultation Meetings

Date	Meeting	Attended By
28/02/06	Newhaven Mencap	<ul style="list-style-type: none"> <li>• Keith Hinkley, Director of Adult Social Care.</li> <li>• Newhaven Mencap Members</li> </ul>
16/03/06	Presentation to Learning Disability Partnership Board.	<ul style="list-style-type: none"> <li>• Keith Hinkley</li> <li>• Debbie Endersby, Head of LD Services.</li> <li>• LDPB Board Members</li> </ul>
28/03/06	Service User Group meeting at Avis Way	<ul style="list-style-type: none"> <li>• Debbie Endersby,</li> <li>• Tracey Neve, Resource Officer, Avis Way.</li> <li>• East Sussex Advocacy Scheme.</li> <li>• Service Users</li> </ul>
28/03/05	Avis Way staff meeting	<ul style="list-style-type: none"> <li>• Debbie Endersby,</li> <li>• Tracey Neve</li> <li>• Sarah Fineman, Personnel Officer</li> <li>• Avis Way Staff</li> </ul>
11/09/06	Open Meeting for family and carers at Newhaven Mencap.	<ul style="list-style-type: none"> <li>• Keith Hinkley</li> <li>• George Mills, Chairman of Mencap District Committee</li> <li>• Newhaven Mencap Members</li> <li>• Other family &amp; Carers</li> <li>• Some service users</li> </ul>
11/09/06	Avis Way staff meeting	<ul style="list-style-type: none"> <li>• Debbie Endersby</li> <li>• Tracey Neve</li> <li>• Sarah Fineman, Personnel Officer</li> <li>• Avis Way Staff</li> </ul>
11/09/06	Service User Group meeting at Avis way	<ul style="list-style-type: none"> <li>• Debbie Endersby,</li> <li>• Tracey Neve,</li> <li>• Marie Tomblin, East Sussex Advocacy Scheme.</li> </ul>
07/11/06	Residential Providers	<ul style="list-style-type: none"> <li>• Debbie Endersby,</li> <li>• Jackie Bennett, Operations Manager.</li> <li>• Independent residential providers</li> </ul>
14/11/06	Mencap District Committee	<ul style="list-style-type: none"> <li>• Keith Hinkley</li> <li>• Chairman of Mencap District Committee</li> <li>• Mencap Members</li> </ul>
(To be Held) 04/12/06	Open Meeting for family and carers at Newhaven Mencap.	<ul style="list-style-type: none"> <li>• Keith Hinkley.</li> <li>• George Mills, Chairman of Mencap District Committee.</li> <li>• Newhaven Mencap Members.</li> <li>• Other family &amp; Carers.</li> <li>• Some service users.</li> </ul>

**N.B. The above meetings are in addition to:**

- The individual service review meetings.
- Regular, scheduled staff and service user group meetings, held at Avis Way.
- LDPB Locality Network Meetings where the review has also been discussed.

**Letters to Service Users Families & Carers**

Letters informing service user, family and carers of the review of Avis Way and the progress of the review process were sent

- 24<sup>th</sup> January 2006
- 06<sup>th</sup> February2006
- 1<sup>st</sup> March 2006
- 15<sup>th</sup> March 2006
- 14<sup>th</sup> July 2006
- 11<sup>th</sup> September 2006
- 5<sup>th</sup> December 2006\*
- 13<sup>th</sup> December 2006\*\*

Letter announcing the Department's Recommendations \*

Letter announcing the County Council Cabinet's decision \*\*

## Equality Impact Assessment

<b>A. Name of the policy or strategy or new development to be assessed</b>	Avis Way Review
<b>B. Date of Assessment</b>	June 2006
<b>C. Background, aims, objectives and purpose</b>	<p>On 31st January 2006 East Sussex County Council Cabinet agreed that Avis Way Day Service in Newhaven should be reviewed in the context of the reconciling policy &amp; resources exercise. This was agreed at full County Council on 21st February. A savings target of £250,000 was identified for the Avis Way service, from a total budget of £350, 000. It was acknowledged that closure was an option that would be considered.</p> <p>The review began in March. The purpose of the review is to explore alternative ways of meeting the needs of people who currently use the Avis Way Day Service, and explore the potential savings that could be realised if any of these alterative service options were pursued. The review will provide Councillors with the necessary information in order to make a decision about the future of the service.</p> <p>Throughout the review process, service users, carers, staff and other local stakeholders will be kept informed and will, of course, have opportunities to voice their views regarding the outcome of the review.</p>
<b>D. Is this affected by joint commissioning or strategic planning activity with other public authorities? Please give details:</b>	No, although a small number of Avis Way service users are funded by other local authorities.
<b>E. Please set out links to the Corporate Performance Assessment (CPA) Inspection Focus</b>	Best Value for money Prioritising resources at the most vulnerable people in the community

<p><b>F. Who are the main stakeholders?</b></p>	<p>People with learning disabilities and there carers currently using Avis Way day services, and people living in the surrounding Newhaven area who may have considered using the service in future.</p> <p>Staff at Avis Way.</p> <p>Representative service users and carers groups.</p> <p>Providers of alternative services options</p>
<p><b>G. Who is intended to benefit and how?</b></p>	<p>The savings objective if achieved will enable resources to be targeted at those most in need of adult social care services, in accordance with FACS eligibility criteria.</p>
<p><b>H. What outcomes are wanted?</b></p>	<p>A savings target of £250,000 was identified for the Avis Way service, from a total budget of £350, 000. It was acknowledged that closure was an option that would be considered.</p> <p>The needs and circumstances of service users currently accessing the Avis Way service are being profiled. This is enabling the department to identify possible alternative options for meeting the needs of service users, which will help inform future individual service reviews.</p> <p>A number of alternative options are being considered for individual service users and carers currently using Avis Way day service. No individual service changes will be considered prior to an individual service review with each service user and (where appropriate) their carer.</p>
<p><b>I. What factors/forces could contribute/detract from the outcomes</b></p>	<p>Availability and cost of alternative services options</p>
<p><b>J. Could this development</b></p>	<p>There are no service users of different ethnic origin using Avis Way Day Service. One service user at Avis way is a practicing Baptist. The religious needs of this service user will be considered in the individual service</p>

<p><b>impact differently [positively or negatively] on different groups of people?(e.g Bme people, disabled people, older and younger people, people of different religions and beliefs, men and women, and LGBT people)</b></p> <ul style="list-style-type: none"> <li><b>directly or indirectly discriminatory,</b></li> <li><b>having adverse impact on good race relations and/ or equality of opportunity</b></li> </ul>	<p>review.</p> <p>In the Lewes area the ethnicity of the general population is as follows:</p> <table border="1" data-bbox="613 379 1653 1082"> <thead> <tr> <th>Ethnicity</th> <th>% of Lewes District general population</th> </tr> </thead> <tbody> <tr> <td>White: British</td> <td>95.16</td> </tr> <tr> <td>White: Irish</td> <td>0.79</td> </tr> <tr> <td>White: Other White</td> <td>1.98</td> </tr> <tr> <td>Mixed: White and Black Caribbean</td> <td>0.16</td> </tr> <tr> <td>Mixed: White and Black African</td> <td>0.11</td> </tr> <tr> <td>Mixed: White and Asian</td> <td>0.28</td> </tr> <tr> <td>Mixed: Other Mixed</td> <td>0.18</td> </tr> <tr> <td>Asian or Asian British: Indian</td> <td>0.24</td> </tr> <tr> <td>Asian or Asian British: Pakistani</td> <td>0.04</td> </tr> <tr> <td>Asian or Asian British: Bangladeshi</td> <td>0.17</td> </tr> <tr> <td>Asian or Asian British: Other Asian</td> <td>0.14</td> </tr> <tr> <td>Black or Black British: Black Caribbean</td> <td>0.07</td> </tr> <tr> <td>Black or Black British: Black African</td> <td>0.13</td> </tr> <tr> <td>Black or Black British: Other Black</td> <td>0.02</td> </tr> <tr> <td>Chinese or Other Ethnic Group: Chinese</td> <td>0.29</td> </tr> <tr> <td>Chinese or Other Ethnic Group: Other Ethnic Group</td> <td>0.25</td> </tr> </tbody> </table> <p>The non-white population of the Lewes District, which included Newhaven, makes up less that 2% of the total population.</p> <p>The St Nicolas Centre in Lewes, which is will be a alternative service options were Avis Way to be recommended for closure, has 3 service users of non-white British ethnicity (One of Black-Caribbean or origin, one Iranian who's first language is Fasi, and one Brazillan who is Portuguese speaking. It is not anticipated that there will an adverse impact on these service users were Avis Way to close.</p>	Ethnicity	% of Lewes District general population	White: British	95.16	White: Irish	0.79	White: Other White	1.98	Mixed: White and Black Caribbean	0.16	Mixed: White and Black African	0.11	Mixed: White and Asian	0.28	Mixed: Other Mixed	0.18	Asian or Asian British: Indian	0.24	Asian or Asian British: Pakistani	0.04	Asian or Asian British: Bangladeshi	0.17	Asian or Asian British: Other Asian	0.14	Black or Black British: Black Caribbean	0.07	Black or Black British: Black African	0.13	Black or Black British: Other Black	0.02	Chinese or Other Ethnic Group: Chinese	0.29	Chinese or Other Ethnic Group: Other Ethnic Group	0.25
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	<p>If Avis Way were to close, the capacity to meet the needs of service users with additional physical disabilities is limited. The impact of any recommendations on individuals with additional physical disabilities will be monitored to ensure they are not unfairly discriminated against.</p>
<p><b>K. Can the impact be justified? Please explain</b></p>	<p>Reconciling Policy and Resources approach ensures the needs of the most vulnerable people can continue receive critical services.</p>
<p><b>L. Is there an opportunity to take positive action to improve outcomes for any groups?</b></p>	<p>Individual service reviews will consider the full range of alternative service options for individuals.</p>
<p><b>M. What data is required to assess equal access in future? How will data be collected? Who will monitor the changes? Where will monitoring information be reported?</b></p>	<p>The needs of people with learning disabilities in the Lewes and Newhaven area -service requests, service users, people ineligible for services.</p> <p>Service user feedback</p> <p>Monitored by LD Commissioner and LD Senior Management Team</p> <p>Reported to LDSMT</p>
<p><b>N. Community context (relevant forums, groups or individuals to be consulted)</b></p>	<p>Staff group Service user group (supported by independent advocacy service) Parent carers groups</p>
<p><b>O. Recommendations to be consulted on</b></p>	<p>Yes.</p>

<b>P. Has the policy, strategy or development been consulted on?</b>	Reconciling Policy and Resources	<b>Date of consultation</b>	
<b>Q. Views expressed during consultation</b>	Views expressed during information sharing sessions with service users, carers and staff are being collated		
<b>R. Final recommendations</b>			
<b>S. DMT Approval</b>			
<b>T. Publication of consultation results and final plans (how/when)</b>			
<b>Name of Contact</b>	Philip Pragnell		