

Overview & Scrutiny

Budget Scrutiny Task Group - Adult and Children Social Care

All Members of the Budget Scrutiny Task Group: Adult and Children Social Care are requested to attend the meeting to be held as follows

Wednesday, 16th September, 2015

7.00 pm

Room 103, Hackney Town Hall, Mare Street, London E8 1EA

Contact:

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Corporate Director of Legal, Human Resources and Regulatory Services

Members: Cllr Laura Bunt, Cllr Susan Fajana-Thomas, Cllr Emma Plouviez and Cllr Clare Potter

Agenda

ALL MEETINGS ARE OPEN TO THE PUBLIC

- 1 Election of Chair
- 2 Apologies for absence
- 3 Urgent items/ Order of business
- 4 Declarations of interest
- 5 Terms of Reference for the Budget Scrutiny Task Groups (as agreed by Governance and Resources SC) (Pages 1 - 8)
- 6 Proposed savings areas for 2016/7 (Pages 9 - 26)
- 7 Date of next meeting
- 8 Any other business

Access and Information

Getting to the Town Hall

For a map of how to find the Town Hall, please visit the council's website <http://www.hackney.gov.uk/contact-us.htm> or contact the Overview and Scrutiny Officer using the details provided on the front cover of this agenda.

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Further Information about the Commission

If you would like any more information about the Scrutiny Commission, including the membership details, meeting dates and previous reviews, please visit the website or use this QR Code (accessible via phone or tablet 'app')

<http://www.hackney.gov.uk/individual-scrutiny-commissions-community-safety-and-social-inclusion.htm>



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The Monitoring Officer, or the Chair of the meeting, may designate a set area from which all recording must take place at a meeting.

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The Chair shall have discretion to regulate the behaviour of all those present recording a meeting in the interests of the efficient conduct of the meeting. Anyone acting in a disruptive manner may be required by the Chair to cease recording or may be excluded from the meeting. Disruptive behaviour may include: moving from any designated recording area; causing excessive noise; intrusive lighting; interrupting the meeting; or filming members of the public who have asked not to be filmed.

All those visually recording a meeting are requested to only focus on recording councillors, officers and the public who are directly involved in the conduct of the meeting. The Chair of the meeting will ask any members of the public present if they have objections to being visually recorded. Those visually recording a meeting are asked to respect the wishes of those who do not wish to be filmed or photographed. Failure by someone recording a meeting to respect the wishes of those who do not wish to be filmed and photographed may result in the Chair instructing them to cease recording or in their exclusion from the meeting.

If a meeting passes a motion to exclude the press and public then in order to consider confidential or exempt information, all recording must cease and all recording equipment must be removed from the meeting room. The press and public are not permitted to use any means which might enable them to see or hear the proceedings whilst they are excluded from a meeting and confidential or exempt information is under consideration.

Providing oral commentary during a meeting is not permitted.

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Budget Scrutiny Task Group – Adult and Children Social Care 16 th September 2015 Terms of reference	Item No 5
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OUTLINE

This report outlines proposals for the terms of reference for budget scrutiny task groups to examine the Council's budget saving proposals and models for the future shape of council services.

ACTION

The Task Group is requested to note the Terms of Reference for the Groups.

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Budget Scrutiny: the future shape of council services

Proposal to establish Scrutiny Task Groups to review areas of major spend and service models

1. Establishing the Groups

It is proposed the Governance and Resources Scrutiny Commission (G&R) establish scrutiny task groups to consider the Council's budget saving proposals and models for the future shape of council services. Under the Constitution G&R has the power to establish such scrutiny task groups.

The scrutiny task groups will be established with defined membership, terms of reference and will be time-limited.

There will be two phases of work from the Groups. *Phase 1* will consider the approaches to budget savings for 2016/17 to give Members an understanding of the direction of travel and where savings will come from.

Phase 2 will look at the budget savings for 2017/18 through to 2019/20 and help shape the priorities for budget savings in 2017/18, 2018/19 and 2019/20.

2. Selection of service areas or topics

It has been proposed that the scrutiny task groups should focus on areas of significant spend, where there is potential to make savings of a magnitude that can contribute to the budget reductions being applied to 2016/17 – 19/20. The Scrutiny Task Groups will be aligned to ongoing officer work on the corporate cross cutting programmes. These programmes are looking at radically different ways of providing services in order to address the major commitments to improving services, and to promoting greater opportunity, set out in the administration's manifesto, while making substantial saving over the next three to five years. Taking into account officers' suggestions and the views expressed by Members the proposed scrutiny task groups to be set up are:

a) Scrutiny Task Group on Customer Services

This group will review how the Council is using its intelligence about service delivery and residents' needs to manage demand. Initial work to date has covered housing repairs, including responsive repairs and the repairs call centre, and the communal repairs service. The cross cutting programme will look at a wider range of Council services using a whole system approach from first customer contact to completion of the task; this is expected to include services such as Planning. In addition, improved processes for Council Tax, Business Rates and Housing Benefits are being developed, and are expected to generate savings of £2m.

b) Scrutiny Task Group on Public Realm

This group will look at all environmental cleansing functions, i.e. for streets, parks and estates, and how these should change over the next few years so that the Council can continue to maintain high standards as the population continues to increase and budgets reduce. This service plans to spend around £47.8m in 2015/16 to meet these aims and to provide services for Waste and Recycling, Street scene, Parking and Street Markets.

c) Scrutiny Task Group on Adult and Children Social Care

The Children's Social Care (CSC) Service plans to spend around £40.2m (gross expenditure) in 2015/16. The core focus of the Service is child protection, supporting families where their children are on the edge of care and securing positive long-term life chances of children permanently looked after by the Council.

The Adult Social Care Service plans to spend around £98.8m (gross expenditure) in 2015/16. Adult social care services are delivered both in-house and by external providers, covering the entire care process from safeguarding vulnerable adults, advice, signposting, referrals to universal services, initial assessment, brokering and commissioning of individual packages of care for clients, review and ongoing support. This includes clients with mental health issues, physical disabilities, learning disabilities and older people. This service also works closely with carers across the Borough to ensure they are supported in their caring role.

d) Scrutiny Task Group on Enforcement

This cross cutting programme is about taking a step back and re-stating the purpose of the Council's different enforcement functions. It aims to re-align the enforcement function to better achieve the Council's aims, while dealing with the additional demand arising from an increased population and economic growth, and at the same time also making savings.

The scope of the programme covers Building Control, Planning Enforcement, Trading Standards, Licensing, Environmental Health, Environmental Enforcement, Parking Enforcement, Parks, Markets, Hygiene Services, Street scene Enforcement, Shop Front Trading, Community Safety, including the Wardens Service, and Private Sector Housing; the gross budget for these services is over £29m. It is expected to identify potential savings of up to £2m for 2016/17.

3. Number of panels and Membership

It is proposed once the initial work to look at the direction of travel for savings in 2016/17 is complete. If required, further scrutiny task groups could be established as needed.

No more than four panels will be established at any one time, save for exceptional circumstances.

Once the topics have been approved, Members would be asked to volunteer to serve on a specific group. Because these are time limited, Members will be asked not to volunteer for a panel unless there is a reasonable expectation they can be present for all the meetings. Membership will be open to all backbench councillors not just those currently involved in scrutiny. The allocation of members to panels will be decided by each party. All Members would be encouraged to attend the meetings of the task groups, regardless of membership.

Through the party whips Members would be nominated to serve on each task group. The political make-up will be proportionate over all to the membership of the Council so for example, if 20 positions are available (if there are 4 groups of 5), there will be 1 Conservative and 1 Liberal Democrat position offered as a minimum. As the work of these groups would be a matter of public record, and they would meet in public, all Members would be encouraged to attend.

4. Mayor and Cabinet

Neither the Mayor nor Members of the Cabinet are eligible to be Members of the Scrutiny Task Groups. However, they will be invited to attend, particularly for discussion about service areas related to their portfolios.

5. Frequency and timing of meetings

It is envisaged that the outputs of these groups will contribute to the reshaping of services but as they will also contribute significantly to the budget setting process, the aim would be to complete their initial work for 2016/17 *by November 2015* (ongoing timescale required to be confirmed with HMT).

Members would be made aware of the time commitment expected and would be offered both daytime and evening meetings.

It is expected that much of the work will be completed on-line and by email but that a limited number of meetings (maximum three) are held in public either daytime or evening from September – October 2015.

As is usual for Scrutiny these are meetings held in public but they are not Public Meetings. Only those invited to give evidence would be allowed to contribute to the discussion. Residents or members of the public with specific interests would of course be encouraged to contact their ward councillor or a Task Group Member directly to make their own representation.

The following Membership is proposed:

Name	Membership	When it meets	Proposed meeting dates
Budget Scrutiny Customer Service	Cllr Rennison Cllr Louisa Thomson Cllr Tom Rahilly Cllr Chris Kennedy (Cons / Lib Dem Member)	Daytime/Evening	9 th September 2015 TBC Oct
Budget Scrutiny Enforcement	Cllr Caroline Selman Cllr Peter Snell Cllr Richard Lufkin Cllr James Peters (Cons / Lib Dem Member)	Daytime/Evening	9 th September 2015 TBC Oct
Budget Scrutiny Adults and Children Social Care	Cllr Emma Plouviez Cllr Laura Bunt Cllr Clare Potter Cllr Susan Fajana-Thomas (Cons / Lib Dem Member)	Daytime/Evening	16 th September 2015 TBC Oct
Budget Scrutiny Public Realm	Cllr Margaret Gordon Cllr Nick Sharman Cllr Jonathan Burke Cllr Rick Muir (Cons / Lib Dem Member)	Daytime/Evening	16 th September 2015 TBC Oct

Following confirmation of membership the Scrutiny Task Groups can agree their own preferred times to meet to suit the schedules of the councillors and officers involved. At the end of the task the Groups will be dissolved.

6. Officer support

The Groups will be supported by a combination of the Overview and Scrutiny Team, the Programmes and Projects Team and Policy Team, as well as expertise from officers in the directorates of the service areas affected.

7. Task and Finish Group

There will be two phases of work from the Groups. Phase 1 will consider the approaches to budget savings for 2016/17 to give Members an understanding of the direction of travel and where savings will come from.

Phase 2 will look at the budget savings for 17/18 through to 19/20 and help shape the priorities for budget savings in 2017/18, 2018/19 and 2019/20.

Task groups will seek to understand what modelling has been done to apply to 2016/17, 2017/18, 2018/19 and 2019/2020. On each Task Group, Members will be asked to emphasise the following lines of enquiry.

- a) The approach taken to savings to date, impact and learning.
- b) Any barriers to delivering future savings
- c) Approach to future transformation and the consideration given to the needs of communities, businesses and residents
- d) Priorities for delivering services over and above statutory services.

8. Statement of Outputs

The outputs of these Scrutiny Task Groups will inform budget decisions to be taken this year and the next three years.

The Governance and Resources Scrutiny Commission will receive updates on the progress of each group on an ongoing basis. The reports themselves will be limited to: addressing the lines of enquiry set out above, reflecting options for change, and making recommendations for future action.

All Members who served on the groups will be invited to discuss the process and to give their views on service configuration and how budget planning might be progressed.

9. Timetable for establishment of the Task Groups

Action	Date
Discussion at party groups	July
Identification of the four topic areas and agreement with the Mayor and Cabinet, the Chief Executive and the Corporate Director of Finance and Resources	July
Members to volunteer their service	July

Whips to agree proposed membership of the initial four Scrutiny Task Groups	July
Meetings of the initial four Scrutiny Task Groups	Sept – October 2015
Reports of each Scrutiny Task Groups in agenda for G&R	Earliest possible G&R meeting
Response from Cabinet Member for Resources to the work of the initial four Scrutiny Task Groups	December 2015
Meeting to review the process with all Members of the initial four Scrutiny Task Groups	January 2016

DRAFT

Budget Scrutiny Task Group – Adult and Children Social Care 16 th September 2015 Proposed Areas of Savings 2016/7	Item No 6
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OUTLINE

Attached please find two reports which outline:

- a) In relation to Adult Social Care the approach to savings up to 2015 and its impact as well as the progress of the Transforming Adult Social Care (TRASC) programme and the medium term financial strategy.
- b) In relation to Children and Young People Services the approach to savings up to 2015 and the impact together with the 1CYPS strategy and savings plans.

ACTION

The Task Group is requested to give consideration to the reports.

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Children and Young People's Services Budget Scrutiny Task Group

Expenditure and Service Overview

SERVICE	2015/16 Gross Budget £	Staff Numbers	Pay Budget £
Safeguarding and Learning Service	3,587,415	55	2,785,261
Children in Need	4,578,545	84.11	3,741,999
Corporate Parenting	19,626,266	87	3,902,366
Family Support Service	2,337,939	46	2,231,556
Disabled Children Service	3,518,718	11	536,193
Access & Assessment	6,648,182	92	4,282,266
Young Hackney	11,156,026	153.07	6,482,346
Directorate management	1,492,082	4	418,448
Children's commissioning	408,086	4	209,226
Total	53,353,259	536.18	24,589,661

SERVICE	Description
Safeguarding and Learning Service	Covers statutory responsibility in respect of the registration and reviewing of children on child protection plans and children in care. Performs the reporting and quality assurance function for CSC and holds responsibility for statutory social care workforce development, including student social workers. Interfaces with the DfE and Ofsted and ensures the business keeps abreast of legislative directions, government policy and guidance and research developments.
Children in Need	Works with children and families where it has been assessed that longer term direct work needs to be undertaken to effect positive change within the family. Undertakes risk and permanency assessments via statutory child protection processes, including the Courts. Also supports low functioning families long term
Corporate Parenting	Provides statutory services in respect of Looked After Children, Leaving Care, Fostering & Adoption, Placements and Post Adoption services. Placements budget is £14.7m
Family Support Service	Delivers intensive family support interventions and parenting assessment and support.
Disabled Children Service	Provides specialist services to children and young people where disabilities are permanent and substantial.
Access & Assessment	Manages initial contact with children and families, assesses risk and determines need for protection and intervention. Determines whether concerns can be safely managed by a partner agency and ensures there is an early help offer where needed.
Young Hackney	Delivers open access youth work and targeted individual work. It includes both direct provision and that commissioned from the voluntary sector. The budget in respect of Youth Justice (gross budget £2.3m, net budget £1.3m), which is now managed alongside other statutory child protection services, is also included here.
Directorate management	Includes staff costs of DCS and ADCS as well as 2 support staff; legal budget held on behalf of the directorate to cover court costs and other legal fees; and 2 per cent of staffing budgets are held on this cost centre as a contingency.
Children's commissioning	Commissioning and contract monitoring advice and assistance to service heads. Recruitment costs and lease care budgets also held here.

Children and Young People's Services Savings History

Children's Services have delivered savings of £7.8m to contribute towards the budget reductions that the Council has been required to make since 2010.

	CSC	YH	CHCR & DM	Total
	£'000	£'000	£'000	£'000
2010/11	987	0	0	987
2011/12	2,752	433	184	3,369
2012/13	1,080	0	40	1,120
2013/14	1,165	180	195	1,540
2014/15	419	45	0	464
2015/16	0	350	0	350
Total	6,403	1,008	419	7,830

Specific measures include:

- Reductions in budgets for looked after children placements. Reductions in LAC numbers up to 2012 supported these reductions. However, an increase in numbers and shortage of in-house foster carers has led to this becoming a significant cost pressure over the last three years.
- Re-procurement of the contact services.
- Restructure of staffing within Corporate Parenting.
- Reduction in use of taxis.
- Bringing parenting support services back in-house.
- Ongoing review of management support arrangements for children's social care units (reductions in heads of service and group managers)
- Creation of Practice Development Manager units to reduce management and administrative costs and further develop career pathway for Consultant Social Workers
- Re-negotiation on contribution to premises costs at the Hackney ARK
- Reduction in and re-configuration of administrative posts across the directorate.
- Restructuring of commissioning and contract support arrangements.
- Reorganisation and re-commissioning of the specialist substance misuse service.

To date proposals put forward have not had a negative impact on front-line services. They have been achieved through realignment of management and administrative support and continuing to review and challenge the services that we provide, both directly and commissioned, to ensure we maximise the impact of the money we spend.

Expenditure on CYPS services in Hackney compares relatively well to our statistical neighbours. Youth Services and Family Support Services, which are largely preventative have been generously funded, but overall spend on CYPS remains relatively low (see charts one to three).

Chart one

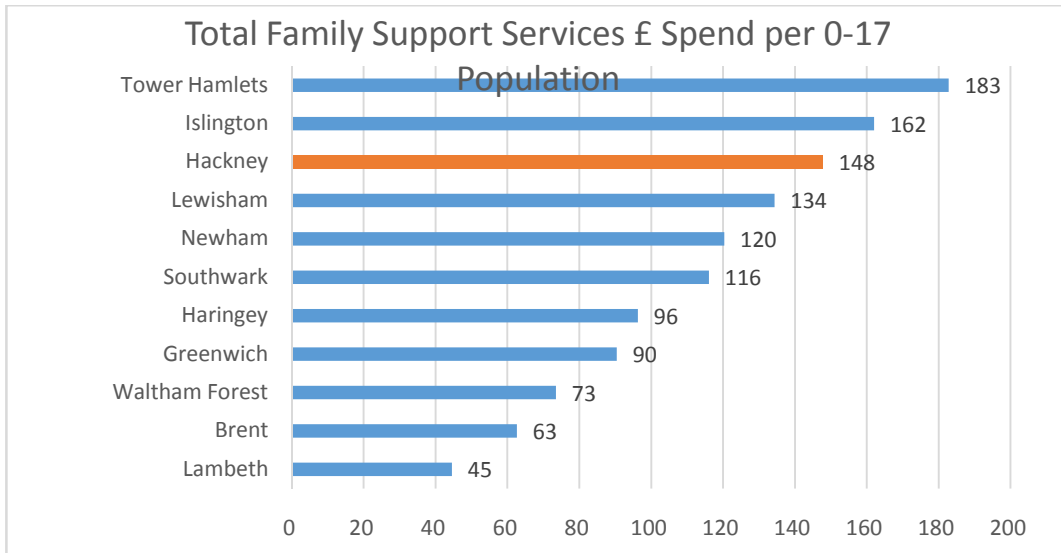


Chart two

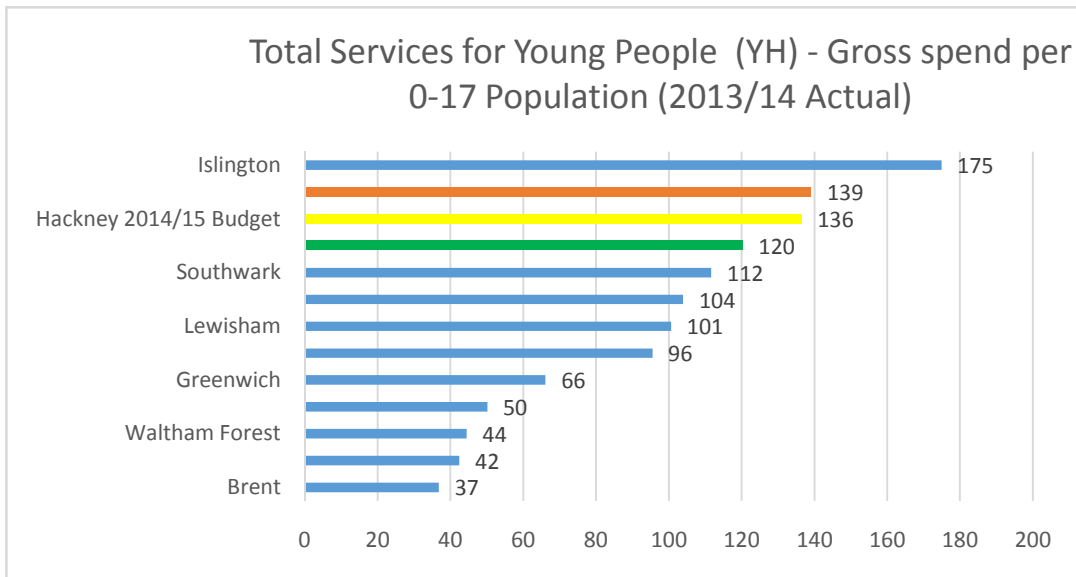
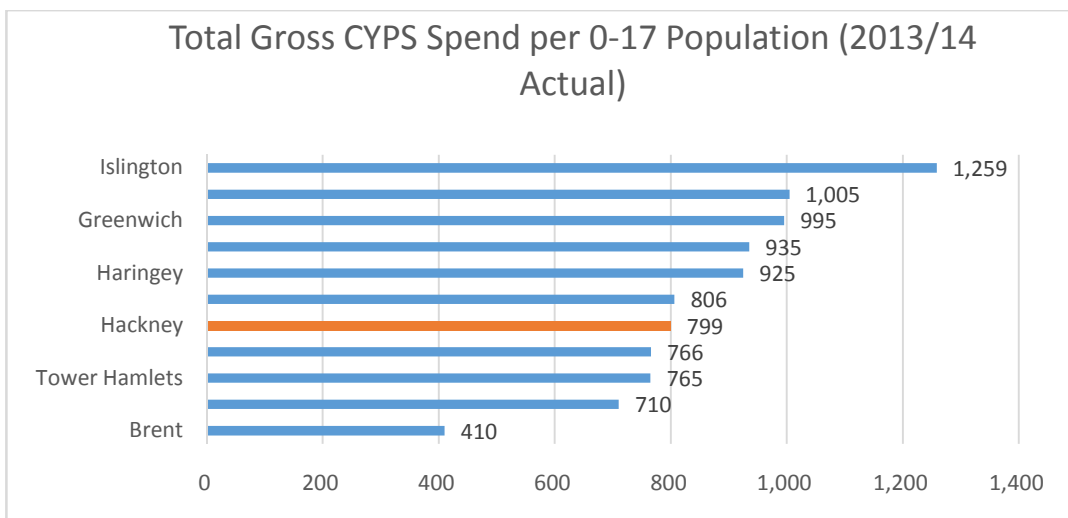
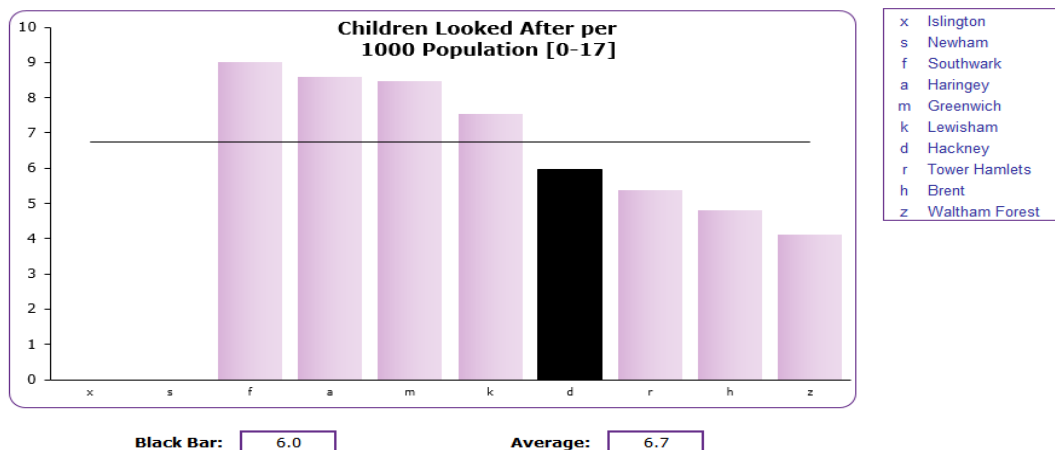


Chart three



The expenditure profile set out in charts one to three suggests that the priority the Council has given to investment in early intervention via Youth Services and Family Support Services, during times of budget reductions, has contributed to containing expenditure on statutory services. This is further evidenced when we look at overall looked after children numbers (chart four).

Chart four



Although LAC numbers have risen, causing a cost pressure they remain below the average of our statistical neighbours.

1CYPS

At the heart of 1CYPS is the recognition that much fundamental reconfiguration has already been undertaken in each division of the Directorate both in response to the ongoing drive to improve services and to generate efficiencies. For example:

- Implementation and ongoing refinement of the Hackney social work model;
- Complete re-think of how we deliver services to young people and subsequent creation of Young Hackney; and
- Development of the 'traded offer' in the HLT to retain education capacity and expertise and a streamlined approach to business support activities.

In order to deliver the level of savings required whilst minimising the impact on services, the Director of Children's Services Management Team (DCSMT) took a fresh look at the services provided across the Directorate, while at the same time being mindful not to discard the good work already done. The overriding objectives were to reduce the demand on statutory services through refocussing our investment in prevention thereby building resilience; and to simplify and unify services avoiding duplication where possible. The first step was to establish a clear set of 1CYPS principles.

1CYPS principles

There is a lean core service that governs all standards and methods of work.

Money is focussed on where it has most impact.

Only the best are employed and retained.

Community settings undertake most work.

Community empowered to address abuse, neglect, social need and prevent escalation to statutory services and dependency.

All work is family work or is otherwise clearly defined (e.g. youth work, education, adolescent transition to adulthood).

Focus is on preventing people's needs escalating and/or helping people receive/exit statutory services rapidly.

Experience and knowledge is maintained and developed in the workforce.

Outcomes are explicit for families and practitioners

Work on establishing the principles assisted senior managers in understanding their roles in relation to other services in CYPS and they now underpin service development work going forward across Children's Social Care, Young Hackney and the Hackney Learning Trust.

Initial changes were made to join up services where synergies were obvious. This led to disabled children's services moving from CSC to line management under the Additional Needs service within HLT. In a similar vein family work undertaken in Young Hackney, including grant-funded troubled families work was moved to CSC to come under the same management as Family Support Services. Beyond line management and structural changes work on 1CYPS has embedded collaborative working in other areas, for example, the secondary advisory service in HLT works closely with Youth Offending to ensure restorative justice is a common thread through all intervention work.

The scope of the next phase of delivery is set out in the Delegated Powers Report (DPR) of the Director of Children's Services *Development of 1CYPS chapters 1 to 4*. The changes proposed by this DPR are summarised below.

- ***Front door – chapter 1*** - Establish a single point of contact for CYPS named the First Access and Screening Team (FAST). This is a single referral and screening service that joins data intelligence and partnership interface within the Triage Service with the First Response Team and provides a streamlined and coherent referral mechanism for children and an opportunity to reach children, young people and families quicker and earlier.
- ***Family support –chapter 2*** - Implement a model in which families in need of family support interventions can, where appropriate, receive both statutory and non-statutory services thereby ensuring increased consistency and accountability. By providing a framework in which families in need of support services can be held by skilled professionals in one service we can minimise service transition.

- Youth justice – chapter 3 - The proposed model places all statutory responsibility and accountability, particularly for medium to high risk young offenders with a Youth Offending Team which, as a highly specialist and multi-agency team will oversee and manage the delivery requirements set out in the National Standards for Youth Justice. The team, alongside colleagues from the police, probation, health and the Virtual School will deliver high quality and outcome focussed interventions. Provision is also made for an integrated resource in child and adolescent mental health to support the need for clinical assessment and treatment of emotional and behavioural related issues alongside co-located substance misuse and drug dealing interventions. For young people who are receiving gang interventions, a second Youth Offending Team is proposed and will be co-located with the Integrated Gangs Unit.
- Young Hackney – chapter 4 - The model proposed facilitates a mixed economy of youth and play providers, whilst enabling us to respond flexibly to emerging needs and funding opportunities. The service is delivered primarily from the Forest Road and The Edge Youth hubs and there is an emphasis on matching staff working hours with out of school hours. The service will work to an explicitly preventative agenda in relation to safeguarding, youth offending, wellbeing and achievement, with its future growth or diminution contingent on impact evidenced by reductions to demand for costly statutory services. Mutual support and challenge will therefore come from across CYPS. The service will act as a key deliverer of universal and targeted services, as well as a commissioner of early help.

The changes set out above will deliver £1.958m of savings which are proposed to contribute to the Council budget reductions for 2016/17.

Other savings going forward

Moving forward, work is underway to challenge some of the historic statutory requirements that no longer have impact and add little value to outcomes for children. It is also anticipated that by the effective implementation of models described above, which have a particular focus on early intervention there will be a knock-on impact on demands for other services within CYPS, for example:

- The changes to the front door and Young Hackney should reduce demand on Access and Assessment services; and
- The single Family Support service and Young Hackney changes should reduce statutory Child in Need caseloads.

Should the changes underway result in the desired impacts then CYPS will be in a position to review these wider services with the aim of reducing costs both to deliver savings and potentially release funds for further preventative work.

Subject:	Budget Scrutiny Task Group
Prepared by:	Genette Laws AD Commissioning & Rob Blackstone AD Adult Social Care
Date:	16 September 2015

1. Introduction

1.1 Adult Social Care and commissioning in Hackney

Adult Social Care (ASC) supports vulnerable adults, primarily older people, and people with Learning Disabilities, Physical Disabilities and for Mental Health problems. ASC is committed to develop support and services for residents that help people live as independently as possible with fairness, equity and independence at the heart of these crucial services. This is outlined in the Adult Social Care “Promoting Independence” Commitment Statement. The current eligibility criteria for receiving a service is determined by the Care Act and via natural eligibility threshold. We also commission targeted prevention services to those who have needs that do not meet these criteria.

- 1.2 Adult social care services are provided across a mix of in-house (internal) and independent sector (external) providers covering the entire care process from safeguarding vulnerable adults, advice, signposting, referrals to universal services, initial assessment, to brokering and commissioning of individual packages of care for clients, to review and ongoing support. This includes clients with mental health issues, physical disabilities, learning disabilities and older people. We also work very closely with carers across the Borough to ensure they are supported in their caring role. Differing service provision types include residential care, homecare, day care, occupational therapy, transport services, and meals on wheels to name but a few. Adult Social Care service gross spend in 2015/16 will be approximately £83.4m and typically this supports around 5,300 service users every year. In addition we provide Supporting People services which provides services to ASC clients as well as young people, the homeless, people experiencing domestic violence, ex-offenders and people with substance misuse problems.
- 1.3 The Contracts and Commissioning service has a total gross budget of £15.5m. The Supporting People (SP) programme, which supports vulnerable members of the community to attain or maintain a tenancy, via the provision of housing-related support. Support can include budgeting so that rent payments are kept up to date, and understanding how to be a good neighbour by keeping a property well maintained. The SP programme resource for 2014/15 funds approximately 63 commissioned contracts, and serves an estimated 7,200 Hackney residents. A review programme is continuing, which is consolidating contracts to enhance service delivery and improve outcomes.
- 1.4 ASC works with a number of key stakeholders notably City and Hackney Clinical Commissioning Group, Homerton University Hospital Foundation

Trust (HUHFT), the East London NHS Foundation Trust (ELFT) and a range of third sector partners. We are currently developing a single commissioning plan for 16/17, this is to enable commissioners to reduce the duplication of spend and/or effort and to ensure providers are given a clear vision about the future of the market(s) for older people, people with learning disabilities, mental health and physical disabilities.

1.5 In 2015/16, around £18.1m is planned to be spent to provide the following services, in partnership with key stakeholders, for adults with learning disabilities:

- 1213 people, of which 1032 are 65+ years (65,000 hours of homecare per year)
- 145 residential placements
- 147 supported living placements
- 77 clients receiving direct payments

1.6 Around £9.4m is planned to be spent to deliver the following for People with Mental Health needs:

- 25 people (6,000 hours of homecare per year)
- 84 residential placements
- 47 supported living placements
- 12 clients receiving direct payments

1.7 Around £36.5m is planned to be spent to deliver the following for older people and adults with physical and sensory disabilities:

- 56 people (508,000 hours of homecare per year)
- 219 residential placements
- 104 nursing home placements
- 260 clients in supported housing with care
- 256 clients receiving direct payments
- 70% of clients receiving a service will be via a personal budget

1.8 Preventative Services plans to spend £19.4m in 2015/16 on the following functions:

- £12.5m relating to Hackney's contribution to Concessionary travel in London
- Client referrals of around 5,000 people
- Preventing around 2,640 people from being admitted to hospital through early intervention and prevention
- Facilitating around 1,310 discharges from hospital

2. Resources

Overview - Controllable Spend before recharges 15/16:

	Care Management & Adult Divisional Support	Provided Services	Care Support Commissioning	Mental Health	Preventative & Reablement	Supporting People & Commissioning	Total 15/16 Budget
	£000	£000	£000	£000	£000	£000	£000
Employees	3,726	9,745	1,226	4,613	6,091	2,237	27,638
Premises	-	192	-	24	97	1	314
Transport	12	370	-	42	27	1	452
Supplies and Services	48	314	4	39	76	72	553
Third Party Payments	-	337	38,430	4,649	13,066	13,204	69,686
Capital Charges	-	181	-	32	20	2	235
TOTAL EXPENDITURE	3,786	11,139	39,660	9,399	19,377	15,517	98,878
External Income	(2,326)	(1,009)	(8,402)	(1,612)	(931)	(250)	(14,530)
Internal Income							-
Total Income	(2,326)	(1,009)	(8,402)	(1,612)	(931)	(250)	(14,530)
Net Expenditure	1,460	10,130	31,258	7,787	18,446	15,267	84,348
FTEs	72	307.34	0	82.80	154.64	36.70	653.48

The following table summarises ASC and Commissioning budgets from the previous table:

	£m	%
Total Gross Budget	98.9	
Of which -		
Employees (excluding Provided and Preventative Services)	11.8	11.9%
Care Packages - External	41.0	41.5%
Care Packages – In house provision	10.8	10.9%
Preventative Services - In house provision	6.7	6.8%
Voluntary Sector Contracts	1.9	1.9%
Supporting People Contracts	13.2	13.3%
Other	0.4	0.4%
Fixed (includes Concessionary Fares)	13.1	13.2%
Total Income	14.5	

2.1 Care Management and Divisional Support

2.1.1 This service covers the assessment and review of older people, adults with physical disabilities and adults with learning disabilities. The information in the table below excludes adults with mental health needs.

2.1.2 The information also includes the Occupational Therapy and Telecare, key elements of our prevention and demand management strategy. It also contains the budgets for the strategic management of the service and the income from charging for community based care and support and residential care. The assessment and reviews are a statutory requirement of the Care Act 2014.

Gross Budget £3,726K – 72 FTEs	
May 2015/16 forecast	£53k underspend
Cost drivers	<ul style="list-style-type: none"> Gross spend is 98% staffing which covers care management (social workers for Older People, Learning Disabilities and Physical Disabilities – 57 FTEs) plus support (15 FTEs). This function represents Income budget of £2m from charging for community based care (charges for residential care is accounted for with the costs of placements) <p>Whilst all of the costs and income within this service are variable they are linked to the delivery of statutory assessments and reviews, and are also a key part of our Promoting Independence agenda.</p> <p>Any reductions in the service need to be considered in the light of requirements under the Care Act and the Council statutory obligations in respect of Social Care.</p>
Income considerations	<p>Non-residential care charging policy and the impact of our promoting independence strategy that may reduce care packages and this will have an impact on income. Savings proposals that reduce care packages need to consider impact on charging income.</p> <p>Impact of Welfare Reforms and the reduction in the ability of residents to contribute towards the cost of care.</p>

2.2 Provided Services

2.2.1 This service is the Council's in house provision of care and support to adults. Services provided include Supported Housing with Care, Daycare, transport and Meals on wheels.

Gross Budget £11,139K, 307.34 FTEs	
May 2015/16 forecast	Breakeven in total but overspend of £767k in Housing with Care offset by Daycare underspend (as daycare service reduces to a lower cost base in line with agreed saving of £1m over 2 years)
Cost drivers	Directly provided services arm of Adult Social Care division. Staff driven (£10m of £11m gross budget) functions covering: <ul style="list-style-type: none"> • 200 FTE care workers in Housing with Care • 61 FTE in Daycare (though this already planned to reduce to 37) • 25 FTE in transport • 11 FTE Meals on Wheels
Income considerations	Of £1m budget, £220k is contributions from service users (£136k meals on wheels), £650k relates to Supporting People funding of Housing with Care

2.3 Older People & Learning Disability Care Support

2.3.1 These budgets are for externally commissioned care packages for all client group except those with Mental Health needs. Services are provided under the Care Act.

2.3.2 The Council has a statutory responsibility to meet a person's eligible care needs so which overall the budgets are variable – once a person has been assessed as having an eligible need and a personal budget agreed to meet that need the cost is fixed until the next review, usually a year. Our demand management strategy is such that there is robust management of resource allocation to meet eligible need, therefore in all likelihood the care package will be fixed until a fundamental change is a person's care needs, for older people, which makes up the majority of the costs, this means until a person is eligible for continuing health care funding or until they die. The average length of stay in a residential care home is about 2 years.

Gross Budget - £39,660K 0 FTEs	
May 2015/16	£4.3m overspend – primarily related to non-delivery of promoting

forecast	independence savings (ie care package cost reduction)
Cost drivers	<p>£39.7m budget covering externally commissioned packages of care for Mental Health, Physical Disabilities and Learning Disabilities.</p> <p>Learning Disabilities:</p> <ul style="list-style-type: none"> • 65,000 hours of homecare per year • 145 residential placements • 147 supported living placements • 77 clients receiving direct payments <p>Older People and Physical/Sensory Disabilities:</p> <ul style="list-style-type: none"> • 508,000 hours of homecare per year • 219 residential placements • 104 nursing home placements • 260 clients in supported housing with care • 256 clients receiving direct payments
Income considerations	<ul style="list-style-type: none"> • £3m client contributions • £675k Free Nursing Care • £4.5m health funding (mostly for LD, though this contribution is lower and budget adjustment to be made)

2.4 Mental Health Care Support

2.4.1 This budget meets the cost of both the assessment and review and care packages for adults with mental health Needs. It is delivered in partnership with the East London Foundation Trust (ELFT) under a Section 75 Agreement. ELFT are the Lead Provider. The agreement provides for an integrated service but the budgets are not integrated they are aligned. This means that the Social Care Budgets are held by the Council and the Health budget held by ELFT.

2.4.1 The Service provided by the partnership deliver the Council's statutory responsibilities under the Care Act in respect of this client group.

Gross Budget £9,399K, FTES 82.8	
May 2015/16 forecast	£937k underspend (£600k staffing, £612k underspend in vol sector contracts, £200k overspend in other commissioning, £50k income shortfall)
Cost drivers	<p>Jointly provided service with East London Foundation Trust delivering:</p> <ul style="list-style-type: none"> • 6,000 hours of homecare per year • 84 residential placements

	<ul style="list-style-type: none"> • 47 supported living placements • 12 clients receiving direct payments
Income considerations	£1.6m budget, of which £1.3m is health contribution towards staffing and clients forecast at £1m (under recovery netted off staffing underspend above)

2.5 Preventative Services

2.5.1 The budget for this service includes £12,561K for concessionary fares and taxi cards which is a fixed cost.

2.5.2 The remaining budget is the Council's front door to long term services and delivers the preventative element of the Promoting Independence Agenda. Included within this service is the Integrated Independence Teams which we deliver in partnership with Health. We plan to enter into an agreement with Health to deliver this service for three years, so this element of the service is relatively fixed, £3.1m.

2.5.3 Other services delivered include, hospital social work team, safeguarding team, interim care and other preventative service contracts.

Gross Budget £19,377K, 154.64 FTES	
May 2015/16 forecast	£226k underspend
Cost drivers	<ul style="list-style-type: none"> • Client referrals of around 5,000 people • Preventing around 2,640 people from being admitted to hospital through early intervention and prevention • Facilitating around 1,310 discharges from hospital • Includes £12m budget for Concessionary Fares • Staffing driven service, 45 FTE in access and assessment • New joint service with Homerton for re-ablement and intermediate care commits Council to circa £2.5m to £3.7m pooled budget, £3.1m linked to a contract with the Homerton.
Income considerations	<p>Currently there is a £0.9m income budget which is primarily a contribution from health towards the old joint care Section 75 contract for hospital discharge.</p> <p>This has developed into the IIT service which is now part of the Better Care Fund.</p>

2.6 Commissioning, Contracts and Supporting People

- 2.6.1 The budget for this service deliver the Supporting People Programme of services and commissions, procures and manages the externally procured adult social care contracts.
- 2.6.2 The budget also meets the cost of the performance and learning and development teams for the directorate.
- 2.6.3 The bulk of the budget, 87% fund Supporting people contracts. All contracts have a six month break clause included within their terms and conditions so are variable.

Gross Budget £15,517K, FTEs 36.7	
May 2015/16 forecast	Breakeven
Cost drivers	<ul style="list-style-type: none"> • 30 FTEs covering commissioning, procurement and management of externally procured adult social care contracts, performance and improvement support function and liaison with the public (e.g. FOIs) and Carers. A recent restructure delivered savings in excess of £200K in the current year • £13m Supporting People programme – circa 60 contracts providing housing related support to 7,000 Hackney residents
Income considerations	<p>Currently there is a planned contribution from reserves to assist the service in managing down the reduction in SP services. This is funded from an earmarked reserve established from unspent SP grant.</p> <p>Commissioning is responsible for contracts with independent sector.</p>

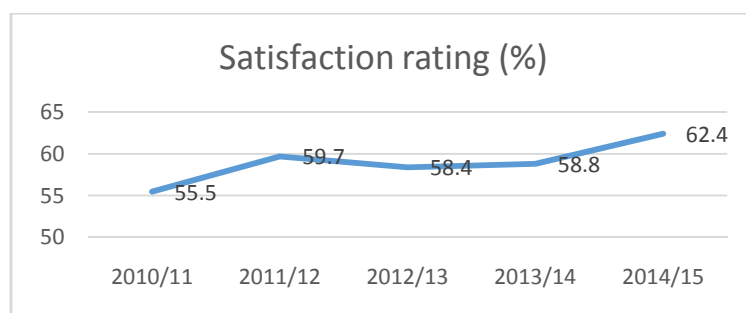
3. Savings already achieved

Over the last 5 years ASC and commissioning has delivered savings in excess of £14 million , with a further £7.495 million in 2015/16, see section 6 of this report

Budget Savings from 2010/11 to 2014/15:

	2010/11	2011/12	2012/13	2013/14	2014/15	Total Savings
OP & PD	1,763	1,487	1,812	1,300	919	7,281
LD & MH		1,498		200	221	1,919
Commissioning & SP		189		3,200	2,004	5,393
	1,763	3,174	1,812	4,700	3,144	14,593

Satisfaction rating over 5 years:



4. Managing pressures in service provision in the context of increasing financial constraints

4.1 Pressures in adult social care and commissioning includes

- Increased demand due to demographics
- Inflationary uplifts for providers
- Potential financial impact of the new duties in the Care Act
- Delivering services within a fair price for care
- Delivering services where staff are paid the London Living Wage

4.2 These are managed in the context of:

- Exploring integration of health and social care systems in the future
- Managing change, particularly users' and carers' experiences and expectations with care.

5. Savings for 2015/16 are as follows:

	2015/16
OP & PD	2,715
LD & MH	3,390
Commissioning & SP	1,390
	7,495

This is the last year of a five year savings plan delivered through the Transforming Adult Social Care (TRASC) programme. The plan set out that £20.1 million will be delivered by 15/16 and is reviewed at the TRASC Programme Board, chaired by the Corporate Director and the ASC Budget Board, which is chaired by the Chief Executive. Update reports are presented to Health in Hackney committee.

6. Potential for savings within ASC and Commissioning in Hackney from 2016/17 onwards

6.1 There are a range of areas being considered which include:-

- a) The ASC and Commissioning divisions are looking at income generation as well as cashable savings. This may come from extending charging or by selling services such as care and support or commissioning services
- b) Officers are also exploring opportunities with partners to collaborate or rebalance contributions to pooled funds. Opportunities include shared services or rebalancing joint funding of integrated services.
- c) Officers have delivered savings over the last five years in relation to demand management and service design and will continue to do so. However, given the scale of savings required, they are also looking at different models of delivery in provided services and reviewing non-statutory spend across all sectors.
- d) Officers have also built on the relationship developed by corporate colleagues to work with HCVS and identify opportunities to attract (bid for) new funding into Hackney for services that will support the council's general duty for preventative services under the Care Act from organisations such as the Big Lottery Fund and the Joseph Rowntree Foundation.