

## **CABINET MEMBER FOR ADULT SOCIAL CARE**

**Venue: Town Hall,  
Moorgate Street,  
Rotherham S60 2RB**

**Date: Monday, 26th September, 2011**

**Time: 10.00 a.m.**

### **A G E N D A**

1. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972
2. To determine any item which the Chairman is of the opinion should be considered later in the agenda as a matter of urgency
3. Adult Services Revenue Budget Report - July 2011 (Pages 1 - 6)  
Mark Scarrott, Service Accountant, to report.
4. Extra Care Housing Care and Support (Pages 7 - 13)

**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

<b>1</b>	<b>Meeting:</b>	<b>Cabinet Member for Adult Social Care</b>
<b>2</b>	<b>Date:</b>	<b>Monday, 26th September, 2011</b>
<b>3</b>	<b>Title:</b>	<b>Adult Services Revenue Budget Monitoring Report 2011/12.</b>
<b>4</b>	<b>Directorate :</b>	<b>Neighbourhoods and Adult Services</b>

**5 Summary**

**This Budget Monitoring Report provides a financial forecast for the Adult Services Department within the Neighbourhoods and Adult Services Directorate to the end of March 2012 based on actual income and expenditure to the end of July 2011.**

The forecast for the financial year 2011/12 at this stage is a balanced budget, against an approved net revenue budget of £77m.

**6 Recommendations**

**Members are asked to note the latest financial projection against budget for the year based on actual income and expenditure to the end of July 2011 for Adult Services.**

## 7 Proposals and Details

### 7.1 The Current Position

7.1.1 The approved net revenue budget for Adult Services for 2011/12 is £77m. Included in the approved budget was additional funding for demographic and existing budget pressures together with a number of savings identified through the 2011/12 budget setting process. This budget has been revised since the last report to reflect the outcome of a number of directorate wide reviews and the apportionment of a number of cross cutting budget savings targets across all Directorates.

7.1.2 The table below summarises the forecast outturn against approved budgets:-

Division of Service	Net Budget	Forecast Outturn	Variation	Variation
	£000	£000	£000	%
Adults General	4,097	4,102	5	+0.10
Older People	34,626	35,183	557	+1.60
Learning Disabilities	17,213	16,496	-717	-4.20
Mental Health	5,320	5,410	90	+1.70
Physical & Sensory Disabilities	7,276	7,371	95	+1.30
Safeguarding	739	709	-30	-4.10
Supporting People	7,703	7,703	0	0
<b>Total Adult Services</b>	<b>76,974</b>	<b>76,974</b>	<b>0</b>	<b>0</b>

7.1.3 The latest year end forecast shows there are a number of underlying budget pressures which are at present being offset by a number of forecast underspends.

The underlying budget pressures include:

- An overall forecast overspend within Older Peoples' Home Care Service (+£669k) mainly due to increased demand for maintenance care within independent sector.
- There is also a pressure on independent home care within Physical and Sensory Disability Services (+£128k) due to a continued increase in demand. An additional increase of 40 new clients (+394 hours) on service since April.
- Budget shortfall in respect of income from charges within in-house residential care (+£142k).

- Additional employee costs due to high dependency levels, cover for vacancies and long term sickness within older people in-house residential care (+£216k).
- An overall forecast overspend on Direct Payments (+£460k) across all client groups due to increase in demand, a net increase of 13 clients since April.
- Recurrent budget pressure on Learning Disabilities Day Care transport (+£292k) including income from charges.

7.1.4 These pressures have been offset by the following forecast underspends:-

- Forecast net underspend on Older People independent sector residential and nursing care due to an increase in the average client contribution and additional income from property charges (-£198k).
- Underspend on employee costs within Transport Unit plus income from increased activity (-£147k).
- Forecast underspend within Learning Disabilities residential and nursing care due to slippage on transitions from Children's Services and additional income from health (-£479k).
- Slippage on developing Supported Living Schemes (Shared Lives) within Physical and Sensory Disabilities (-£140k).
- Review of care packages within learning disabilities supported living resulting in efficiency savings with external providers and additional funding from health (-£320k).
- One-off slippage on vacant posts as part of restructure/reviews including voluntary early retirements (-£214k).
- Forecast underspend within mental health in respect of slippage in a number of service level agreements with external providers as clients move to Direct Payments (-£232k), therefore reducing the overall pressure on direct payments budgets.
- Underspend on Rothercare Direct (-£106k) due to slippage on vacant posts and a reduction in expenditure on equipment including leasing costs.

7.1.5 Total expenditure on Agency staff for Adult Services for the period ending 31 July 2011 was £152,117 (of which £1,979 was off contract). This compares with an actual cost of £144,080 for the same period last year (of which £4,476 was off contract).

The main costs were in respect of residential care and assessment and care management staff to cover vacancies and sickness. There has been no expenditure on consultancy to-date.

7.1.6 Actual expenditure to the end of July 2011 on non-contractual overtime for Adult Services was £105,590.

The actual costs of both Agency and non contractual overtime are included within the financial forecasts.

## 7.2 Current Action

To mitigate any further financial pressures within the service, budget meetings and budget clinics are held with Service Directors and managers on a regular basis to monitor financial performance and further examine significant variations against the approved budget to ensure expenditure remains within the cash limited budget by the end of the financial year.

## 8. Finance

Finance details are included in section 7 above and the attached appendix shows a summary of the overall financial projection for each main client group together with the main reasons for variation.

## 9. Risks and Uncertainties

Careful scrutiny of expenditure and income and close budget monitoring remains essential to ensure equity of service provision for adults across the Borough within existing budgets particularly where the demand and spend is difficult to predict in such a volatile social care market. Any future reductions in continuing health care funding would have a significant impact on residential and domiciliary care budgets across Adult Social Care.

## 10. Policy and Performance Agenda Implications

The delivery of Adult Services within its approved cash limit is vital to achieving the objectives of the Council and the CSCI Outcomes Framework for Performance Assessment of Adult Social Care. Financial performance is also a key element within the assessment of the Council's overall performance.

## 11. Background Papers and Consultation

- Report to Cabinet on 23 February 2011 –Proposed Revenue Budget and Council Tax for 2011/12.
- The Council's Medium Term Financial Strategy (MTFS) 2011-2014.

This report has been discussed with the Strategic Director of Neighbourhoods and Adult Services and the Strategic Director of Finance.

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ADULT SERVICES SUMMARY									
PROJECTED REVENUE OUT-TURN AS AT 31th July 2011									
Last Reported Projected Net Variance as at 30/06/2011 £	Service Division	Net Expenditure					Revised Projected Year end Variance Over(+)/Under(-) spend £	Revised Financial RAG Status	* Note
		Original Budget £	Proj'd out turn £	Variance (Over (+) / Under (-) Spend) to Original Budget £	Current Financial RAG Status	Financial Impact of Management Action £			
(1,090)	<b>Adult Services - General</b>	4,096,646	4,101,662	5,016	Amber	0	5,016	Amber	1
	<b>Health &amp; Well Being</b>								
531,225	Older People	34,625,681	35,182,962	557,281	Red	0	557,281	Red	2
(751,711)	Learning Disabilities	17,213,061	16,496,383	(716,678)	Green	0	(716,678)	Green	3
36,934	Mental Health	5,320,299	5,409,964	89,665	Red	0	89,665	Red	4
184,642	Physical and Sensory Disabilities	7,276,597	7,371,313	94,716	Red	0	94,716	Red	5
0	Safeguarding	739,224	709,224	(30,000)	Green	0	(30,000)	Green	6
0	Supporting people	7,702,861	7,702,861	0	Green	0	0	Green	7
<b>0</b>	<b>Total Adult Services</b>	<b>76,974,369</b>	<b>76,974,369</b>	<b>0</b>		<b>0</b>	<b>0</b>		

**Reason for Variance(s), Actions Proposed and Intended Impact on Performance**

**NOTES Reasons for Variance(s) and Proposed Actions**

*or under performance against income targets) and actions proposed*

	<p><b><u>Main Reasons for Variance</u></b></p>
1	<p><b><u>Adult Services General</u></b></p>
	<p>General cross cutting Directorate budgets including training, RBT affordability and corporate recharges are forecasting a slight overspend on employees.</p>
	<p><b><u>Health and Well Being</u></b></p>
2	<p><u>Older Peoples Services (+£557k)</u></p>
	<p>Overspend on In House Residential Care (+£345k) due to higher dependency Levels, additional cover for long term sickness and maternity leave plus budget pressure on Part III income.  Forecast overspend on Independent Sector Home Care budget (+£848k) due to increase in average weekly hours continuing from last year.  Underspend on employee costs within In-house Home Care (-£179K)  An underspend on independent residential and nursing care (-£198k) due to increase in average client contribution, additional income from health and property charges.  Projected underspend on leasing costs within Rothercare Direct as alarms are now fully paid for reduced by potential pressure on income budget (-£106k).  Underspend on Transport due to increased income from additional contracts and slippage on vacant posts (-£147k)</p>
3	<p><u>Learning Disabilities (-£717k)</u></p>
	<p>Slippage on vacant posts due to reviews and voluntary early retirements (-£214k).  Delays in transitions from children and families into younger adults plus additional health funding (-£479k).  Review of care packages in supported living, additional funding from Health and ILF plus additional efficiency savings from providers (-£320k)  Underspend within in-house supported livings schemes and community support due to vacant posts (-£58k)  Recurrent budget pressure on Day Care transport (+£292k) including income from charges.  Overspend on Community Support due to additional care packages (+£38k) and increase in demand for Direct Payments (+£24k).</p>
4	<p><u>Mental Health (+£90k)</u></p>
	<p>Projected underspend on residential care due to additional funding (-£47k).  Slippage on implementing full budget saving target in respect of Rotherham Mind moving into Clifton Court (+£74k).  Increase pressure on Direct Payments (+£290k) reduced by efficiency savings on a number of contracts (-£233k).</p>
5	<p><u>Physical and Sensory Disabilities (+£95k)</u></p>
	<p>Continued Pressure on Independent Sector domiciliary care (+£128K) due to continue increase in demand (additional 40 clients = 394 hours since April)  Further demand for Direct Payments (+£93k) reduced by underspend on Crossroads SLA (-£86k) as clients are redirected to Direct Payments.  Forecast overspend on Residential and Nursing Care (+£91k) offset by slippage on developing shared lives schemes (-£140k).</p>
6	<p><u>Safeguarding (-£30k)</u></p>
	<p>Forecast underspend due to vacant posts.</p>
7	<p><u>Supporting People</u></p>
	<p>Forecast balanced budget as at end July 2011.</p>
	<p><b><u>Proposed Actions to Address Variance</u></b></p>
	<p>Budget performance clinics continue to meet monthly to monitor financial performance against approved budget.</p>

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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1.	<b>Meeting:</b>	<b>Cabinet Member for Adult Social Care</b>
2.	<b>Date:</b>	<b>26th September, 2011</b>
3.	<b>Title:</b>	<b>Extra Care Housing Care and Support</b>
4.	<b>Programme Area:</b>	<b>Neighbourhoods and Adult Services</b>

#### 5. Summary

A fundamental review of Extra Care Housing Care and Support has been undertaken to evaluate the effectiveness of service provided at each scheme. The outcome of this review indicates that there is a need to reconfigure the way in which support is provided to the tenants residing in these schemes. The purpose of this report is to seek Cabinet Member approval to undertake a process of consultation with the tenants at Oak Trees and Potteries Court on the proposals contained in this report, which includes recommendations around removing the current night service at Potteries and Oak Trees with a view to replacing with a Rothercare Presence at night.

A report was presented to the Cabinet Member for Health and Social Care on the 27 April 2009. The report outlined the information from a petition which had been received from service users at Potteries Court and Oak Trees Extra Care Housing Schemes.

The petition was primarily objecting to the proposed changes in relation to “care and support at home”. The main objection from customers was in respect of the proposed removal of the 24 hour on site presence. The tenancy agreement for these schemes does not specify that this is a requirement and as such can be legitimately removed. This action would be subject to a review of the individual care needs of tenants on site and appropriate support arrangements being put in place. Additionally this report is submitted to provide an update and evaluation of how well the new arrangements have worked within the new Extra Care Housing Scheme at Bakersfield Court, with a view to rolling out this best practice across all three Extra Care Housing Schemes.

#### 6. Recommendations

It is recommended that Cabinet Member:

- **Agree to the proposals for future care arrangements at Potteries Court and Oak Trees based on current practice at Bakersfield Court.**
- **Agree to commence a consultation exercise with tenants and staff on the proposals contained in this report.**
- **Note the outcomes of the work now being undertaken by the Housing Support Team and the progress achieved at Bakersfield Court.**



- **Receive a further report detailing the outcome of the consultation and the endorsement to seek Cabinet Member approval to implement these proposals.**

## 7. Proposals and Details

### The Housing Support Team

- 7.1 Extra Care Housing offers an alternative to Residential Care, helping older people to live independently with support for as long as possible. There are currently three schemes in operation in Rotherham, all built in partnership with Chevin Housing Association. The first scheme "Oak Trees Resource Centre" opened on April 3<sup>rd</sup> 2006 and the second scheme "Potteries Court" opened on April 16<sup>th</sup> 2007. "Bakersfield Court" finally opened on 9<sup>th</sup> March 2009.
- 7.2 The separation of the Care and Housing Support was initiated in April 2009 whereby the care enablers based at Potteries Court and Oak Trees were transferred to the Council's registered domiciliary care service. This ensured that the service was monitored and managed in-line with CQC expectations for a service providing personal care. The newly created Housing Support Team consists of 1 Team Leader, 1 Senior Officer, 4 Housing Support Officers and 3 Administrators. These officers are based across all 3 sites and have a presence in each scheme between the hours of 8.30am and 5.30pm Monday to Friday.
- 7.3 The Housing Support Team falls under the remit of Health and Well Being and is funded through the Supporting People Programme. The team is dedicated to providing services to customers across the 3 schemes to ensure that their Housing Support related needs are met. This has included the development of an individual outcome based housing support plan for each service user. The Housing Support Plan looks at a variety of areas including social activities, personal safety, life skills, healthy diet and exercise. The team assists tenants on a daily basis and answers any queries they may have.
- 7.4 Since March 2009 the Housing Support Team has been concentrating on making customers at Bakersfield Court feel welcome and settling them into their new home. The team have organised and held "meet and greet" events with customers and organised several evening events which have proved successful. The completion of support plans with each customer has been well received by all customers in Bakersfield Court. The Housing Support Team has also successfully introduced Housing Support Plans to Service Users at Potteries and Oak Trees.
- 7.5 The Housing Support Team have also worked closely with NHS Rotherham and organised a taster session with a number of different organisations within Bakersfield Court to give service users a feel for what types of activities and events they could become involved with. This session was extremely successful and as a result, several projects have now commenced within Bakersfield.

These include Active in Age Sessions which consists of gentle exercise to music and sit down football. Funding has been obtained and as a result further initiatives such as gardening projects which have generated the creation of raised flowerbeds and a greenhouse on site.

- 7.6 The positive and successful activities offered at Bakersfield Court has encouraged the wider community on Longfellow Drive to become involved and a service users association has been established which includes non residents.
- 7.7 The Housing Support Team has also worked closely and listened to customers to ensure that they receive positive outcomes from living in Extra Care Housing. More recently the team has secured funding and purchased a Nintendo Wii Machine which is available across all 3 sites and offered an innovative way to keep fit and active.
- 7.8 In 2010/2011 Bakersfield Court was identified to test the Digital Region concept and as a result the project was established in conjunction with the Advanced Digital Institute. The Housing Support Team are fully trained in the operation of the equipment in customers properties which is utilised to contact relatives abroad via Skype, access web based services, and to watch catch up TV.

### **Current Care Arrangements**

- 7.9 The care that is delivered within Bakersfield Court is provided by a variety of providers including the mainstream community team overseen by Enabling Care Services. There are also a proportion of service users who receive care from an outside agency through Direct Payments. The care is delivered in line with the care plan and Domiciliary Care provide their service from 7am to 10pm; and are on and off site dependent on the number of visits to each service user. Outside of these hours, service users are able to use the community alarm which is linked to Rothercare in case of an emergency. Bakersfield Court does not have a dedicated night team based on site.
- 7.10 The current staffing arrangement at Potteries Court and Oak Trees provides a team of Care Enablers who are based on site covering 24 hours, 7 days per week. There is also a dedicated team of night staff who are based at Potteries and Oak Trees. This night staff team consists of 4.2 FTE staff; 2 staff members based at Potteries Court and 1 based at Oak Trees. The 4.2 FTE staff members consist of 6 people with different contractual hours. Although is a dedicated night team it should be noted that there are no service users in receipt of planned care or support throughout the night.
- 7.11 It should however be noted that the customers at Potteries and Oak Trees were given assurance when moving into their properties at the time that there would be a 24-7 presence; which is part of the rationale behind the existing night staff currently in place. Whilst this staff group currently do not provide any planned care throughout the night there are still occasions when they may be called upon to an emergency such as a fall, or incident in one of the properties. From the analysis undertaken as part of this review, the frequency of the emergency duties is not consistent and the numbers of calls are limited throughout the night. The tenancy agreement for these schemes does not specify that this is a requirement and as such could be legitimately removed. This action would be subject to a review of the individual care needs of tenants on site and appropriate support

arrangements being put in place and risk managed appropriately according to individual presenting needs.

7.12 The current staff group have spare capacity in that there are substantial numbers of hours available where no care and support are required. This fluctuates dependent on the changes in service users care packages, but there remains sufficient capacity within the service to conclude that it is inefficient.

7.13 Based on the amount of “available time” from care enablers at Potteries Court and Oak Trees and the best practice at Bakersfield Court it is recommended that the following options are considered, and that a consultation/communication plan is devised to manage the process:-

- 1) Review the needs of those customers whose needs are FACS eligible, to establish formally that they have no need of a night care presence.
- 2) Based on the outcome of the reviews individual support plans will be agreed with each customer with a view to the service being undertaken by the Independent Sector.
- 3) Day service hours would therefore not be required on site and as a result, the current staff group would be surplus to requirements, deemed at risk, and would be managed through the HR redeployment process.
- 4) Look at options to absorb night staff into the current Rothercare Direct Structure to become a dedicated night team, and utilise Potteries and Oak Trees as potential satellite bases. This would allow staff to remain on night shifts, and give customers a compromise in relation to staff utilising the Extra Care Sites as mobile satellite bases.
- 5) Review night staff requirements in line with day staff proposals if the integration of staff into Rothercare Direct is not feasible.

7.14 There have been a number of consultation meetings with customers from Potteries Court and Oak Trees where the controversial issue around the 24-7 element of cover has been discussed. It was agreed in 2009 that the night service would remain; however, it was made clear that this could be subject to a review of service in the future. Staff and customers are aware of this commitment and are now making enquiries about the outcome of this review.

A detailed communication and consultation plan will need to be put in place, along with an Equality Impact Assessment. .

### **Investment and Innovation in Extra Care**

7.15 The innovative ideas around the Nintendo Wii Fit and the Active in Age Project is already embedded across all schemes. However it is recommended that further enhancements are required by utilising the £20,000 carried forward. As a result that a number of options are looked

at to increase social activity, and to promote health and wellbeing for customers within Potteries and Oak Trees. This should include the potential expansion of the Digital Region concept which would offer free internet access to customers, and provide greater opportunity to contact relatives and order prescriptions and shopping online.

The Digital Region project which currently exists within Bakersfield Court was implemented in partnership with “e@sy connects” and was set up at no cost to the service. There may be potential for the other 2 Extra Care Schemes to access this project on a similar basis as Bakersfield Court. However if this is not possible the schemes would require an investment of around £145.00 per scheme for installation of wi-fi and a monthly rental which would equate to around £600 per annum.

To implement this across two schemes the total additional investment would be in the region of £1,490. It is proposed that this option is implemented to offset perceptions of a loss of service by customers. These ideas should be presented to customers as part of the consultation process.

Customers are to be invited to co-produce the proposed changes to ensure they are as personalised as possible. It is also proposed that outcomes from the Equalities Impact Assessment are discussed fully with customers as part of the consultation.

To adhere with the new government agenda it is also recommended that other concepts to increase social activity, and engage with the wider community are considered. This should include “Timebanks” which looks at what diverse skills and knowledge can be shared and works towards unlocking skills from the wider community which can be shared with our customers.

### **8. Finance**

- 8.1 If a presence was to remain in Extra Care Housing on a 24 hour basis this would mean no additional costs but remains a Value for Money challenge. At Potteries Court, the staffing group of Care Enablers equating to 414.00 contractual hours per week. At present, only 100.25 care hours are being delivered to residents per week. This means a surplus of 313.75 hours per week, which is equivalent of £3,359.85 per week in staffing resources, which are not being utilised. Annually this equates to the sum of £174,686.36.
- 8.2 At Oak Trees the situation is similar in that there is a staffing group of Care Enablers equating to 254.00 contractual hours per week. The amount of care and support that is delivered per week is 105.65 hours. This leaves a surplus of 148.35 hours equivalent to £1,588.40 per week. Annually this equates to the sum of £82,596.72
- 8.3 This gives a combined annually total of £257,283.08 that is not being utilised in staff resources. This reduction in costs would improve our value for money position.

- 8.4 If these hours were to be utilised in the community this would utilise the surplus hours and make better use of the available staffing resources to their full potential. Further efficiency gains can be achieved in the medium term, as when staff leave they would not be replaced. Additionally staff currently undertaking night care duties can be redeployed to Rothercare therefore reducing the risk of any compulsory redundancies to the Council.

Alternatively any residual staff member's surplus to service requirements could be served with notice and referred to the talent pool. This would achieve financial efficiencies for the service and still ensure continuity of support to tenants on site.

- 8.5 There would be a cost implication which would need to be explored to enable the Extra Care sites to become satellite bases and operate a mobile service from another locality. This would need to be explored with the ICT provider (Jontek).

## 9. Risks and Uncertainties

- 9.1 There is a risk that more dependency will be created within Potteries and Oak Trees Extra Care Housing Scheme if the care enablers remain based on site. This goes against the ethos of Independent Living in Extra Care Accommodation.
- 9.2 There is a risk that complaints will be received from Bakersfield Court Service Users and future Extra Care Housing Projects because there is limited consistency across the current schemes. This underlines the importance of addressing the issues at the other two schemes.
- 9.3 Agreement from Chevin Housing Association would need to be sought to allow the Extra Care Sites to operate as mobile bases, and further consultation would need to commence with customers due to the mobile vehicles which would be on site.

## 10. Policy and Performance Agenda Implications

- 10.1 Extra Care developments have been driven by a number of key government agendas, particularly the preventative agenda. The service has the potential to contribute to:
- One Town, One Community
  - ASCOF Outcomes Framework – A Guide for Adult Social Care
  - National Service Framework Standard 6 – “To reduce the number of falls which result in serious injury and ensure effective treatment and rehabilitation for those who have fallen”.

## 11. Background Papers and Consultation

Extra Care Housing Strategy (2004 - 2007)  
The Extra Care Housing Review – July 2008

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