

Delivering the new
BUCKINGHAMSHIRE COUNCIL

Adult Social Care Portfolio

Budget

16 Janu

Agenda

- Portfolio context
- Key Facts and Figures
- Key Financial Issues & Risks
- Draft Revenue Budget 2020-2023
- Overview of MTFP changes
- Supporting Financial information (including income, contracts & FTE)
- Draft Capital Programme 2020-2023

Portfolio context

- The Care Act 2014 sets out statutory obligations on councils, that drive costs in Adult Social Care
 - To assess anyone who appears to require care and support, regardless of their likely eligibility for state funding.
 - To assess against national eligibility criteria
 - For people who meet national eligibility criteria, and who are eligible for state funding, to arrange services that meet their eligible care needs, and to assess what they can afford to contribute towards the cost of their care
 - Services might include residential or nursing care, domiciliary care, supported living or extra day, day care. People can also take a direct payment
 - To shape the local care market, to facilitate a diverse, sustainable high quality provision for their whole local population



Portfolio National and Local Context

43%

in Bucks these proposals bring us to 43% of the total Local Authority spend in 2020/21



Financed by Business Rates Retention, Council Tax –including Precept - specific grants and client contributions.

65%

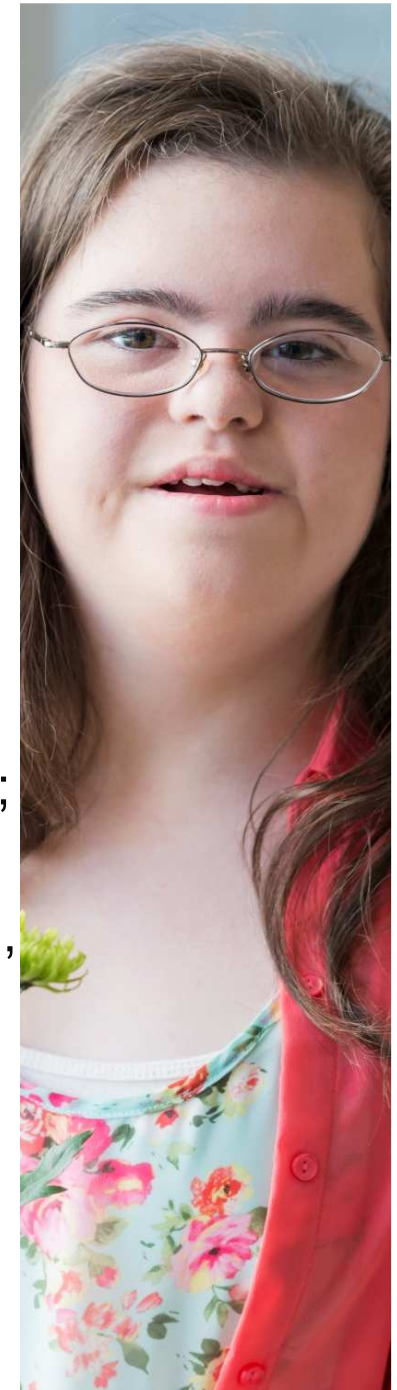
of older people's care home places are self-funders; this has an impact on rates public sector can get.



demographic pressures, from an ageing population, and people with profound disabilities surviving to adulthood; in Bucks people are living longer with support, and needs are becoming more complex



Savings are being made in Bucks via the Better Lives transformation plan, changing the model of care by preventing need and intervening early



Adult Social Care: What is Spent



Nursing
Spend: £27.2m
Income: £6.3m



Residential
Spend: £52.8m
Income: £9.1m



Direct Payments
Spend: £19.6m



Supported Living
Spend: £23.4m
Income: £0.4m



Other
Spend: £32.1m
Income: £16.4m



Domiciliary Care
Spend: £14.8m
Income: £4.7m

Total
Spend: £182.8m
Income: £44.6m

Plus a further £0.9m on external Day Centres, £4.4m on internal Day Centres and £7.6m (with £7.6m income) on specialist mental health services

Adult Social Care: Who it's spent on



Older People
Spend: £66.1m
Income: £14.2m



Learning Disabilities
Spend: £51.8m
Income: £2.4m



Mental Health
Spend: £17.2m
Income: £7.9m



Physical Disabilities
Spend: £15.7m
Income: £3.6m

All Clients
Spend: £182.8m
Income: £44.6m



Other
Spend: £32.1m
Income: £16.4m

Adult Social Care: Other Spend



Social Work Teams
Spend: £13.8m



Internally provided services
Spend: £1.4m
Income: £0.9m



Costs of running Business
Spend: £10.1m
Income: £0.9m

All Other Spend
Spend: £32.1m
Income: £16.4m

BCF Contributions and Grants
Income: £14.7m



Equipment, Reablement & Early Intervention
Spend: £7.0m

Key Financial Risks (1)

Demand Pressures

The Council is facing demand pressures higher than originally allowed for in the budget. These pressures are being mitigated in year by mostly one off actions. Even after these mitigating actions there is a forecast overspend in 2019/20 of £1m as at September 2019, and a risk that this will rise.

There has been sophisticated modelling of projected demand, which indicates that the growth will continue in 2020/21 and will be somewhere between £9.5m and £12.5m higher than current expenditure levels. There is £5.3m growth factored into the MTP already, so this gives a potential shortfall of £4.2m to £7.2m. The factors behind this growth pressure are:

- numbers of people eligible for a service, both older (65+) people or people approaching adulthood is increasing
- the complexity of the needs of those people who are eligible is increasing
- The number of people eligible for council funding previously funded by the person themselves or by health is increasing
- The length of time people are living with support is increasing

Key Financial Risks (2)

Staff recruitment and retention

Adult social care is a low paying activity, which means the National Living Wage can have immediate impacts on costs and prices. Vacancies in the sector for direct care workers run at about 8%, roughly in line with the rest of the South East.

There is a recognised national skills shortage in social work, and the Council has to compete for staff with London, where authorities pay 20% more and with agency staff, where pay rates can be significantly higher. Due to the difficulties this poses in recruitment and retention, 9% of social worker posts in the Council are filled by agency staff, and turnover of qualified social workers is 20%; the Council spent £1.9m on agency staff in 2018/19 and is expecting to spend £2.1m in 2019/20

The ratio of social work staff between qualified and unqualified is currently 50:50, which is considered unsafe in the longer term. A more reasonable ratio would be 70:30 in favour of qualified staff. To achieve this would mean a shift of just over 30 staff to being qualified, which would have an initial cost of at least £0.25m rising over time to c £0.65m, increasing the total staff cost from just under £7.5m to just over £8.1m

Key Financial Risks (3)

Market Stability

Outside of 2 major block contracts for care homes, the Council is in a sellers market. 65% of older people's care homes beds in Bucks are purchased by self-funders – so when the Council buys beds, its in competition from private payers, which pushes prices up.

There are risks of provider failure in the sector, and the last year has seen some providers fail, and other providers hand back contracts. Market rates in Buckinghamshire for care home placements are 10% higher than the rest of the South East (£800 per week compared to £720 elsewhere)

Issues

The budget proposals outlined in this report include adding in £4.2m of growth money on top of what was already included as growth for next year to meet identified pressures.

The Government has announced new funding for social care in the form of a one-off grant which is worth £5.919m to Bucks, but the pressures are permanent, and the grant is one-off. The Government has also announced that Councils can extend the Adult Social Care precept for another year which would be worth £6.668m to the base budget.

As the growth pressures are a permanent pressure, it is considered imprudent to use the one-off grant money to fund them, and it is proposed that the grant is used to create a significant contingency budget for social care.

Opportunities

Opportunities for more effectively managing demand into adult social care for the new unitary council include:

Better Lives Transformation Programme

- The Better Lives programme has introduced a new approach to service delivery. It has delivered £5.3m savings in its first year and is on track to deliver £3.6m in year two. An even stronger focus on prevention and independence will help manage some of the risks posed by changing demographics.

Community Capacity

- Further opportunities exist in the new organisation to commission the not for profit sector to provide those activities that most effectively build resilience and capacity by consolidating grants from across the five Councils .

Housing Solutions

- The more effective coordination and delivery of long term, sustainable housing solutions will also help provide more beneficial and cost effective solutions for vulnerable young people and adults with care and support needs.

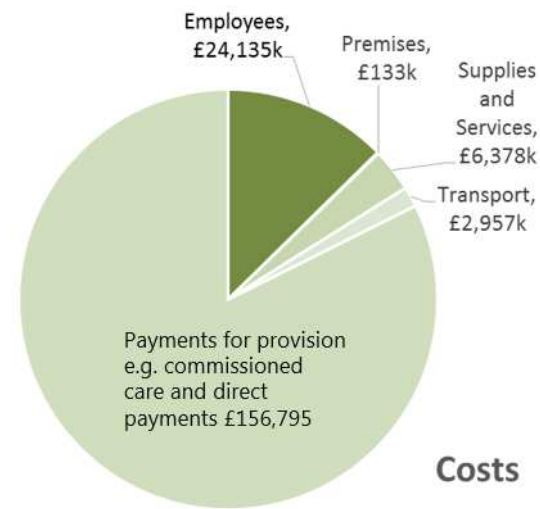
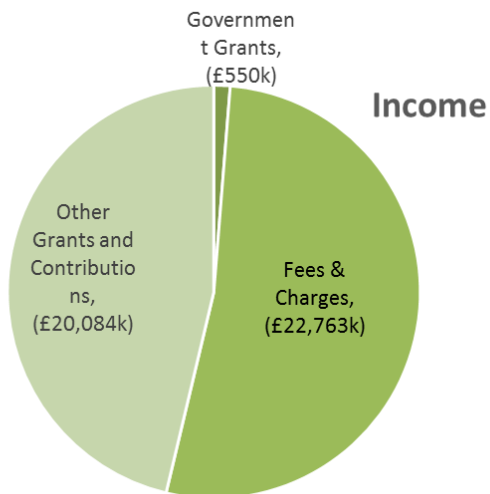
Integrated Care

- Further development of community integrated care solutions (with health partners) will help manage the demand at a more local level for the benefit of clients and will result in more cost effective packages of care.

Draft Revenue Budget 2020-2023

Adult Social Care Portfolio

	2020-21			2021-22	2022-23
	Income £000	Expense £000	Net Budget	Net Budget	Net Budget
Access	(6,415)	28,002	21,587	23,760	26,317
ASC Transformation		85	85	85	85
Commissioning & Service Improvement	(1,510)	10,507	8,997	8,997	8,997
Learning Disabilities & CHC	(2,770)	48,657	45,888	47,578	49,566
Mental Health	(1,734)	6,845	5,111	5,111	5,111
Older People / OP Mental Health / PSD	(13,081)	64,971	51,891	54,728	57,167
Quality, Performance & Standards	(1)	2,766	2,765	2,765	2,765
Safeguarding		1,680	1,680	1,680	1,680
Senior Management Team		1,144	1,144	1,144	1,144
Service Directors	(183)	4,816	4,633	4,633	4,633
Better Care Fund	(10,087)	13,309	3,221	3,221	3,221
Partnership with Health	(7,615)	7,615	-	-	-
Net	(43,397)	190,398	147,002	153,701	160,685



Overview of MTFP changes

	2020-21	2021-22	2022-23
Description of Change	£000s	£000s	£000s
Better Lives Transformation Programme	(2,011)	(2,011)	(2,011)
Demand Growth	9,530	16,230	23,214
Demand Growth is analysed as follows:			
In pre-existing MTP	5,330	10,930	16,814
Additional Growth as per these plans	4,200	5,300	6,400
Total	9,530	16,230	23,214

Detailed plans are in place to deliver the Better Lives Transformation Programme

Impact of the proposed MTFP changes

Category	Description	Previous / New	RAG Rating	2020/21 Changes £000	2021/22 Changes £000	2022/23 Changes £000	Notes	
1	Inflation / Growth / Pressure	Increased demand in statutory social care services due to demographic and complexity changes	Previous	Amber	5,330	10,930	16,814	Impact of demography, increased complexity and inflation on support costs
2	Inflation / Growth / Pressure	Increased demand in statutory social care services due to demographic and complexity changes	New	Amber	4,200	5,300	6,400	Impact of demography, increased complexity and inflation on support costs following detailed modelling
TOTAL PRESSURES					9,530	16,230	23,214	
3	Savings - Efficiencies	Reablement	Previous	Amber	-200	-200	-200	A continuation of the transformational work in 2019/20; the shortfall in 2019/20 is due to a delay in achieving the savings rather than because they are unachievable
4	Savings - Efficiencies	Direct Care and Support	Previous	Amber	-230	-230	-230	Transfer of Thrift Farm to an alternative provider and re-provision of placements for BCC clients
5	Savings - Efficiencies	Housing and Equipment	Previous	Amber	-350	-350	-350	Recommission Supported Living services to facilitate a move on pathway reducing spend on support packages by £350k
6	Savings - Efficiencies	Prevention	Previous	Amber	-30	-30	-30	Efficiencies in respect of Community Liaison Officers
7	Savings - Efficiencies	Better Lives Transformation next phase savings	Previous	Amber	-1,201	-1,201	-1,201	A suite of proposals is place, principally but not entirely based on the bedding in of the Strengths Based Approach both for reviews and for new client contacts
TOTAL SAVINGS					-2,011	-2,011	-2,011	
8	Other	Increase in adult social care allocation from the Better Care Fund	New	Green	-500	-500	-500	The 2019/20 allocations were unexpectedly higher than anticipated
9	Other	Central government funding in winter to address increased demand	Previous	Amber	1,671	1,671	1,671	Winter Pressures Grant
TOTAL OTHER CHANGES					1,171	1,171	1,171	
NET CHANGES					8,690	15,390	22,374	

Supporting Financial information: contracts data (1)

- We work hard to make sure we get the best value from every pound we spend and review our services and benchmark ourselves against other local authorities where we can.
- Adult Social Care spends approximately £118m on independent sector providers. Much of this is spent on “spot” contracts where individual placements or packages of care are commissioned from the market place based on the client’s needs, availability of particular providers at the time of placement, and client choice.
- There are in addition some block contracts in place, the largest providers being:
 - The Fremantle Trust £14.3m per year
 - Hightown Housing Association £9.2m per year
 - Heritage Care £6.9m per year
- Expiry dates for contracts (by value) are as shown in the following table



Contracts data (2)

Contracts ending next financial year			Contracts ending subsequent financial years		
Supplier	Annual Contract Value	Total Contract Value	Supplier	Annual Contract Value	Total Contract Value
St James Court	131,227	3,936,801	PCG Technology Solutions	25,000	73,000
Swan Court	131,227	3,805,574	HAS Technology Group	14,872	57,410
Willowmead Court	106,393	3,085,399	Connection Support	506,967	1,520,901
The Cherries	329,616	3,955,398	P3	693,798	2,081,393
Talkback	15,095	15,095	Hightown (Stanton House)	84,020	252,060
14-18 Stokebury House	38,238	382,376	Barnardos R U Safe	290,000	1,450,000
Connection Support	99,491	99,491	Total 2021/22	1,614,657	5,434,764
PoHWER	189,333	568,000	Camphill	44,869	134,607
Riverside	328,169	328,169	Cranstoun	300,000	1,200,000
YMCA	77,491	77,491	Buckinghamshire Integrated Sensory Services	282,333	847,000
Hightown	1,516,049	7,025,484	Hightown	727,998	3,639,990
Action for Children Services	1,165,592	1,166,432	Total 2022/23	1,355,200	5,821,597
Alzheimers Society	155,000	465,000	All Care	3,732,823	11,198,468
NRS Healthcare	5,955,787	28,198,000	Primecare Support	2,995,228	8,985,685
PCG Technology Solutions	117,600	117,600	Westminster Homecare	4,858,798	14,576,393
Total 2020/21	10,356,308	53,226,309	REACH	356,151	1,068,453
			Carers Bucks	818,805	4,094,025
			Total 2023/24	12,761,805	39,923,025

Draft Capital Programme 2020-2023

Expenditure

		2020/21	2021/22	2022/23	Total MTFP
Service	Scheme	£000	£000	£000	£000
Adult Social Care	Respite Care	-	2,940	-	2,940
Grand Total		-	2,940	-	2,940

Capital

As the bulk of services are provided by external organisations, capital expenditure is not a significant factor in adult social care. There is just one scheme in the Capital Programme, for respite care, amounting to £3.195m, £255k in the current financial year. Release of this funding is dependent upon decisions being made regarding this project. The bulk of the expenditure is profiled to happen in 2020/21, but it is proposed to move this to 2021/22

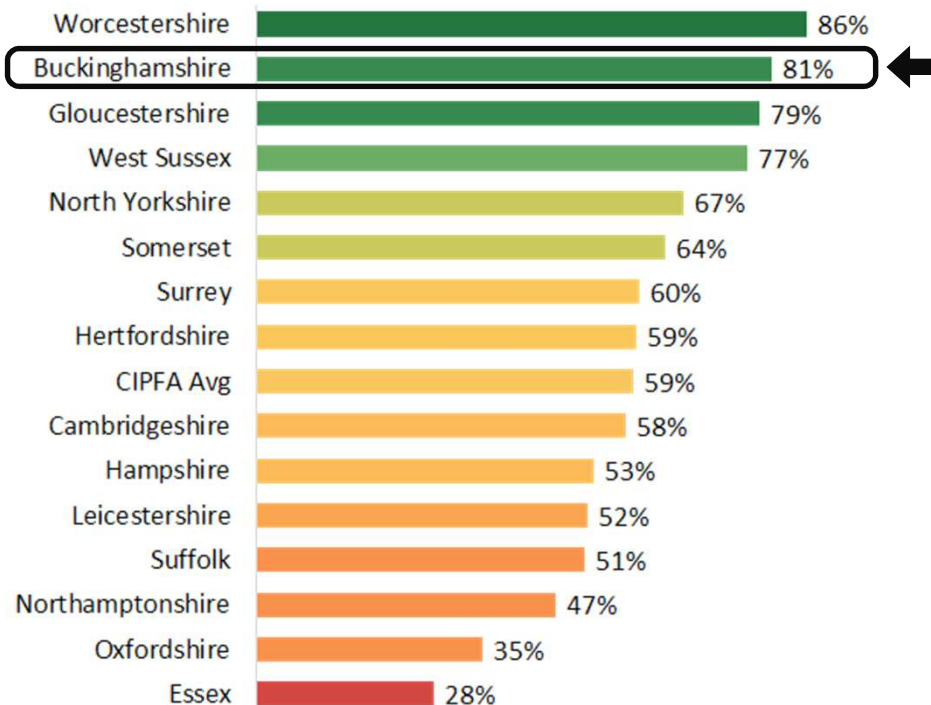
ASC Transformation Programme – Benchmarking Spend and Performance

Transformation programme focused on maintaining and regaining independence, across three tiers:

- Tier 1 - Information Advice and Guidance (no individual social care funding)
- Tier 2 – regaining independence
- Tier 3 - Long-term service users, and reducing dependence to maximise quality of life

Tier 1 – Contacts receiving Information Advice and Guidance

Information, Advice and Guidance



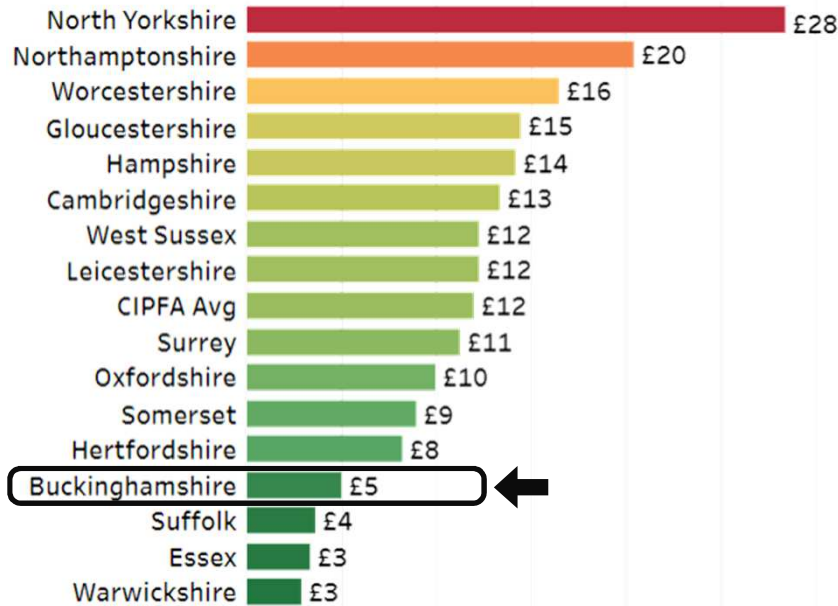
At 81%, Buckinghamshire has the second highest rates of people who received Information Advice or Guidance (IAG) out of CIPFA comparator authorities (59% average).

In 2018/19, our adult social care webpages were visited 400,000 times. We also spoke to 35,000 people regarding adult social care services in our customer service centre, where over 2,500 people were referred to preventative services from the Adult Early Help Team.

Adult Social Care - Tier 2 Services to regain independence (short term care)

Spend (unit cost)

Gross expenditure per head of 18+ population (2018/19) Buckinghamshire & CIPFA NNs



Trend over time (Buckinghamshire and CIPFA NN Average)



Chart Key : █ Buckinghamshire █ CIPFA NN Average

Tier 2 - Outcome (performance measures)

Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement

Below CIPFA NN average



Proportion of older people (65 and over) who were offered reablement services following discharge from hospital in Buckinghamshire

Below CIPFA NN average



Local Measures (without benchmarks)

The council currently delivers over 3,500 provisions related to telecare equipment to improve independence for people in their own home.

Note that Buckinghamshire's cost per head of £5 has been adjusted to show the actual cost of providing re-ablement services. This excludes monies from the Better Care Fund.

Adult Social Care - Tier 3 – Long-term clients (rates in population & average)

Compared to CIPFA nearest neighbour averages, Buckinghamshire has a lower number of long-term clients, and above average costs for home care, residential and nursing placements as a proportion of the population.

There were 6,040 long-term clients in Buckinghamshire during 2018/19, this figure would be 800 clients higher based on the CIPFA NN average of 1.7%.

Clients - Long term clients as a percent of the adult population by age (2018/19)

	Buckinghamshire	CIPFA NN Avg	Difference
Clients in long-term support as % of population aged 18+	1.5%	1.7%	-0.2%
Long-term care clients as % of the population aged 18-64	0.7%	0.8%	-0.1%
Long-term care clients as % of the population aged 65+	3.7%	4.2%	-0.5%

£ - Average weekly rate for residential care by age (2018/19)

	Buckinghamshire	CIPFA NN Avg	Difference
Average weekly cost of residential care per person aged 18-64	£1,630	£1,402	£228
Average weekly cost of residential care per person aged 65+	£797	£665	£132

Figures inflated as they include health spend on S117 Mental Health clients

£ - Average hourly rates for home care (2018/19)

	Buckinghamshire	CIPFA NN Avg	Difference
Average hourly rates for home care	£19.06	£18.29	£0.77

Figures inflated as they include health spend on S117 Mental Health clients

£ - Average weekly rate for nursing care by age (2018/19)

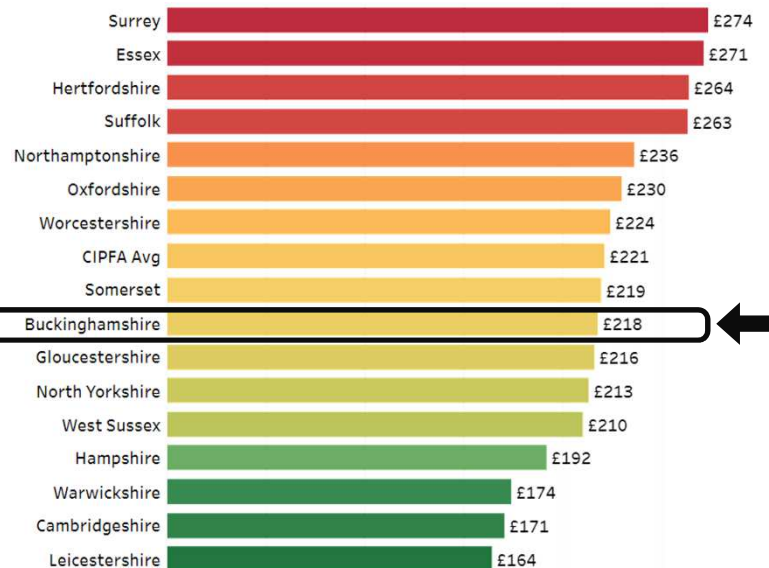
	Buckinghamshire	CIPFA NN Avg	Difference
Average weekly cost of nursing care per person aged 18-64	£1,341	£997	£344
Average weekly cost of nursing care per person aged 65+	£802	£704	£98

Figures inflated as they include health spend on S117 Mental Health clients

Adult Social Care - Tier 3 - Long-term clients - Younger Adults

Spend (unit cost)

Gross expenditure per head of 18-64 population (2018/19) Buckinghamshire & CIPFA NNs



Figures inflated as they include health spend on S117 Mental Health clients

Trend over time (Buckinghamshire and CIPFA NN Average)



Chart Key : █ Buckinghamshire █ CIPFA NN Average

Tier 3 - Outcome (performance measures)

Under 65 admissions – mainly Physical Disability though (LD & MH within)

Above CIPFA average



Proportion of adults with learning disabilities who live in their own home or with their family in Buckinghamshire (as at 2018/19)

Below CIPFA NN average



Current performance (2019/20) is green



Proportion of adults in contact with secondary mental health services who live independently, with or without support in Buckinghamshire

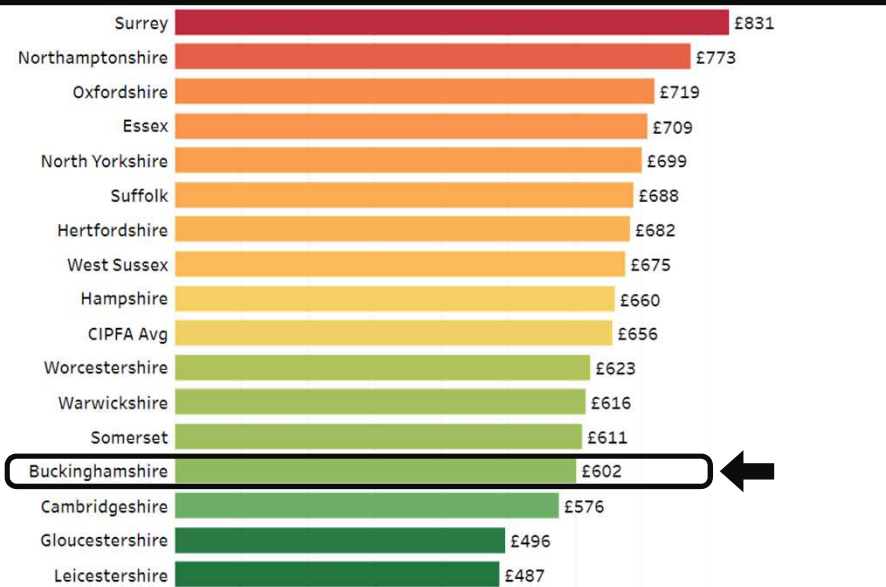
Well below CIPFA average



Adult Social Care - Tier 3 - Long-term clients - Older People

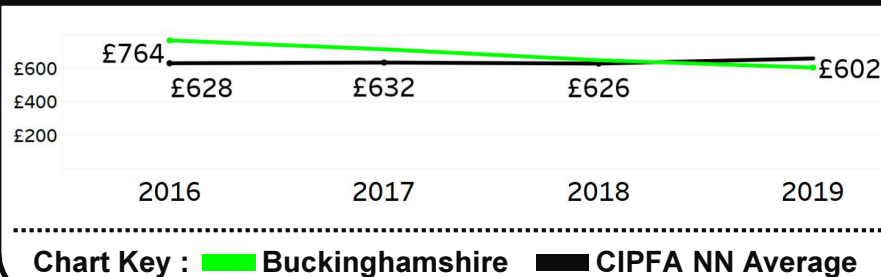
Spend (unit cost)

Gross expenditure per head of 65+ population (2018/19) Buckinghamshire & CIPFA NNs



Figures inflated as they include health spend on S117 Mental Health clients

Trend over time (Buckinghamshire and CIPFA NN Average)



Tier 3 - Outcome (performance measures)

Long-term support needs of older adults met by admission to residential and nursing care homes per 100,000 (2018/19)



Lower than CIPFA NN average

Trend over time

(Older Adults 65+ long-term support needs met by admission to residential and nursing care homes, per 100,000)



Chart Key : ■ Buckinghamshire ■ CIPFA NN Average

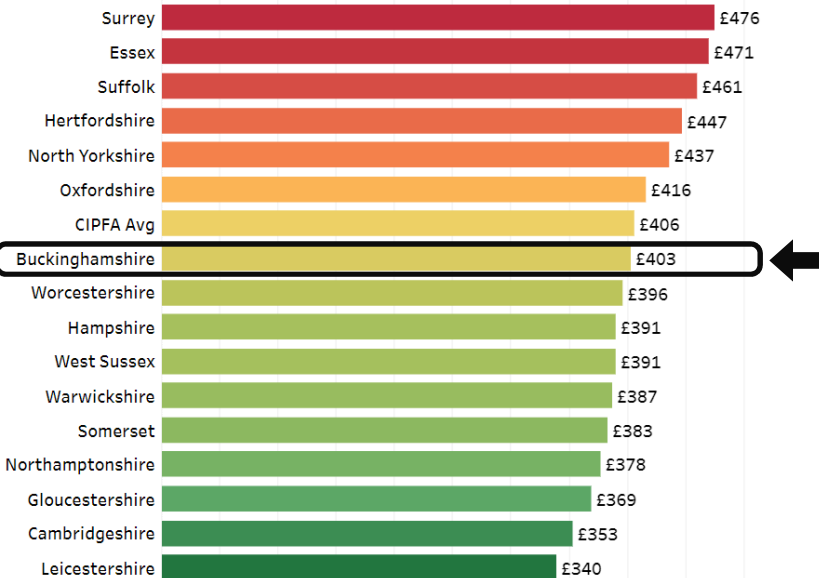
Since 2018/19, our focus on maintaining independence has resulted in a large reduction in the number of people admitted into residential and nursing care homes.

As people are living longer, and death rates are lower than in previous years, the lower number of admissions has supported the council to maintain expenditure costs per head of the 65+ population at below the CIPFA benchmark.

Adult Social Care - Tier 3 - Long-term clients - Overall

Spend (unit cost)

Gross expenditure per head of 18+ population (2018/19) Buckinghamshire & CIPFA NNs



Figures inflated as they include health spend on S117 Mental Health clients

Trend over time (Buckinghamshire and CIPFA NN Average)



Chart Key : █ Buckinghamshire █ CIPFA NN Average

Tier 3 - Outcome (performance measures)

Outcomes shown on the previous two slides for younger adults and older people can also be considered alongside the indicators below.

Proportion of people using social care receiving direct payments in Buckinghamshire

Above CIPFA NN average



Daily DTOC beds per 100,000 population aged 18+ attributable to adult social care and both NHS and social care in Buckinghamshire

Below CIPFA NN average



Client expectations

Overall satisfaction of people who use services with their care and support in Buckinghamshire

Below CIPFA NN avg



Proportion of people who use services who reported that they had as much social contact as they would like in Buckinghamshire

Below CIPFA NN average



Proportion of people who use services who have control over their daily life in Buckinghamshire

Below CIPFA NN avg





Questions



Glossary of Terms

Glossary of Adult Social Care Terms

Term	Meaning
Access	Access is the name of the service that includes the Adult Early Help Team that responds to initial contacts from members of the public and the Stoke Mandeville & Community Hospital Teams who support discharges from hospitals for Buckinghamshire residents.
ASC transformation	A programme of change projects delivering improvements in service delivery and MTFP savings.
Better Care Fund (BCF)	The Better Care Fund (BCF) is a programme spanning the NHS and local government which seeks to join-up health and care services – the majority of the programme rests on historic spend
Better Lives strategy	A BCC strategy which sets out the ambition to change the way in which the Council supports people, from over-dependence on formal social care to creating opportunities for them to live independent, fulfilled lives for as long as possible.
Block contracts	A block contract agrees a given volume of business to a service provider, usually over a set period of time, and at a better value rate.
Capacity	Capacity means a person's ability to make a decision about a particular matter at the time the decision needs to be made.
Commissioning	The contracting of care to provider organisations who are paid to carry out these services. This is as an alternative to services being provided directly by Buckinghamshire County Council.
Community capacity	The resources available within a community and between local groups
Continuing healthcare (CHC)	A package of care for people aged 18 or over which is arranged and fully-funded by the NHS for individuals with complex and high-levels of need

Term	Meaning
Deprivation of liberty safeguards (DoLS)	Deprivation of liberty Safeguards (DoLS) are safeguards that form part of the Mental Capacity Act. They apply to people who are 18 years of age or over, living or staying in a care home or hospital who lack mental capacity to consent to arrangements for their care or treatment. DoLS are due to be replaced by Liberty Protection Standards in 2020.
Direct Care and Support	Services provided in-house by Buckinghamshire County Council directly as opposed to being commissioned from another provider.
Direct payments	Payments provided by the local council to a person who will then use the funds to meet their assessed needs, such as employing a personal assistant.
Domiciliary care	Care provided within a person's own home setting
Early intervention	A social care intervention which is designed to prevent deterioration in a person's quality of life or escalation of their social care needs.
Extra care housing	Extra care housing is a style of housing for frailer older people that falls between sheltered housing and residential care. People have their own self-contained property on a site which also provides care services.
Independence	Managing everyday living skills to maximise ability, taking account of the support available and needed.
Integrated care	Integrated care means organisations and care professionals bringing together all of the different elements of care that a person needs. This allows service users to benefit from care that is person-centred and co-ordinated across health and social care.
Integrated Commissioning	Integrated commissioning includes staff to support the commissioning of Mental Health, disability, prevention, public health and wellbeing services. This also includes services to place people in care or broker care, commission services that support people to live in either in their own homes or homeless people, as well as commissioning telecare and equipment services. The service also commissions projects and to support the community, careers and supports volunteers.
Nursing care	Refers to long-term care given to a person who has needs which require registered nursing oversight and intervention
Older people	People over the age of 65
Provider	A provider is an independent or statutory organisation that may provide a whole range of care services for those in need.

Term	Meaning
Provider failure	A situation where a commissioned provider has failed or will fail to deliver their contracted care arrangements on behalf of adult social care.
Qualified staff	Qualified staff are fully qualified social workers and occupational therapists as opposed to unqualified staff such as social work assistants.
Reablement	Reablement is short-term intervention for an individual who has been in hospital, had an illness or fall to help them recover their living skills and independence. Support is usually provided for up to one or two weeks but can be up to six weeks depending on the individual.
Residential care	Residential care refers to long-term care given to a person in a registered residential setting rather than in their own home or family home.
Safeguarding	Safeguarding refers to measures that can be taken to protect people with care and support needs from abuse or neglect.
Section 117	Section 117 aftercare is a legal duty that is placed on health and social services to provide aftercare services for people who have been detained for treatment under the Mental Health Act. It is the duty that comes in effect once the person has been discharged from the hospital.
Social care	Social care is any form of support or help given to someone to assist them in taking their place in society.
Social inclusion	Social inclusion is creating opportunities to overcome barriers for communities that are marginalised by rurality, lack of economic opportunity, educational achievement or other barriers.
Social work assistant	Social work assistants are not fully qualified and registered social workers. They can provide advice, guidance and support to help people with their physical, emotional and social needs.
Spot contract	Spot contracting happens when a local authority purchases services as and when they are needed and on an individual basis for a person.
Supported living	Supported living refers to a range of services and community living arrangements designed with people with disabilities and their families to support them in attaining or retaining their independence and inclusion in their local communities.