

# Committee: Healthier Communities and Older People Overview and Scrutiny Panel

**Date: 23 February 2012**

Agenda item: **6**

Wards:

## **Subject: Scrutiny of Draft Service Plans**

Lead officer: Julia Regan, Head of Democracy Services

Lead member: Councillor Russell Makin

Forward Plan reference number:

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### **Recommendations:**

- A. That Members comment on the format and content of the draft service plans within the remit of the Panel, so that comments may be taken into account prior to these being reported to Cabinet.
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## **1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1. This report invites the Panel to comment on the design and content of the draft service plans relating to service areas within the Panel's terms of reference.

## **2 DETAILS**

- 2.1. The Corporate Capacity Overview and Scrutiny Panel received a report on 27 January 2011 setting out the Council's new approach to business planning and explaining that this will result in each service delivering a four-year service plan from 2012/13.
- 2.2. Departmental Management Teams were given the discretion to select how to aggregate or disaggregate their service divisions in the way that most naturally reflects service delivery.
- 2.3. The Panel welcomed the new approach to business planning and commented on the layout and content of some of the draft service plans. These comments have resulted in improvements being made to subsequent documents.
- 2.4. Service plans include information on:
- Service description and transformation statement
  - Planning assumptions – anticipated supply and demand
  - Performance measures and targets
  - Strategy delivery
  - Budget/resources

- Expected changes
- Actions and savings
- Action plan including benefit, impact and risk implications

2.5. Members attending the second of the two recent Member briefings on the Council's service plans suggested that it would be useful for the latest service plans to be presented to the next round of scrutiny meetings so that:

- the content can be scrutinised with a view to identifying future meeting items and/or items for next year's scrutiny work programme
- further comments made about content and layout so that changes can be made

The service plans relating to the terms of reference of this Panel are therefore attached for discussion and comment. (A3 sheets will be laid round at the meeting)

### **3 ALTERNATIVE OPTIONS**

3.1. None.

### **4 CONSULTATION UNDERTAKEN OR PROPOSED**

4.1. None.

### **5 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

5.1. None.

### **6 LEGAL AND STATUTORY IMPLICATIONS**

6.1. None.

### **7 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

7.1. Scrutiny work involves consideration of the human rights, equalities and community cohesion issues relating to the topic being scrutinised. Furthermore, scrutiny work will also need to assess the implications of any recommendations made to Cabinet, including specific human rights, equalities and community cohesion implications.

### **8 CRIME AND DISORDER IMPLICATIONS**

8.1. None.

### **9 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

9.1. None.

### **10 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT**

- Draft service plans

### **11 BACKGROUND PAPERS**

None.

# **Healthier Communities & Older People**

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Clr Linda Kirby, Cabinet Member for Adult Social Care and Health		PLANNING ASSUMPTIONS										Corporate strategies		Workforce development
Adult Social Care		2011/12	2012/13	2013/14	2014/15	2015/16	Key drivers of demand					Corporate strategies		Workforce development
Transformation Programme:		5,891	5,570	5,570	5,648	5,750	Statutory / Government initiative					Voluntary Sector Strategy		Sickness
The service will focus on inputs that prevent people crossing the threshold into services and/or which prevent a longer term need for ongoing support. Where long-term support is required, the priority will be to enable individuals to access services that keep them safe & well and provide support for carers.		n/a		n/a		2,400		2,400		2,400		Community Plan		Learning & Dev.
Underlying this will be a focus on minimising waste in processes. The service will work in partnership with the Sutton & Merton NHS to enable both organisations to meet good evidence-based outcomes. We will expect individuals to take responsibility for their own lives as much as possible and to maximise their own resources.		n/a		1,600		1,600		1,700		1,700		Social Inclusion Strategy		
The purpose of this service plan is to enable access to care and support for people who require it as defined in legislation and Merton's eligibility criteria. The principle of self directed support underpins this.		1,883		1,883		1,942		1,942		1,942		Children and Young person's Plan		
		399.55		428		428		428		428		Customer Services Strategy		
												Homelessness Strategy		
												Older People's Housing		
												Workforce Development Plan		
												Impact if not met		
		28.0%		28.0%		29.0%		30.0%		30.0%		Breach statutory duty		
Carers receiving services - NI 135		n/a		75%		78%		80%		80%		Increased costs		
People living at home after reablement NI 125		n/a		80		75		70		70		Increased waiting times		
Average No. of people on the OT waiting list		n/a		80%		84%		85%		85%		Increased costs		
Customers supported in the community		n/a		42%		45%		50%		55%		Government intervention		
People with personal budgets		n/a		7		6		6		6		Increased costs		
Weekly rate of Delayed Transfers of Care from Hospital (both Merton & NHS responsible)														

MAJOR WORK PROJECTS / PROCUREMENT										
2012/13			2013/14			2014/15			2015/16	
Project 1	0% inflation uplift	Project 1	0% inflation uplift	Project 1	0% inflation uplift	Project 1	0% inflation uplift	Project 1	0% inflation uplift	Project 1
Project 2	De-registration of residential care; Ordinary Residence	Project 2	De-registration of residential care; Ordinary Residence	Project 2	De-registration of residential care; Ordinary Residence	Project 2	De-registration of residential care; Ordinary Residence	Project 2	De-registration of residential care; Ordinary Residence	Project 2
Project 3	Remodel domiciliary care	Project 3	Remodel domiciliary care	Project 3	Remodel domiciliary care	Project 3	Remodel domiciliary care	Project 3	Remodel domiciliary care	Project 3
Project 4	Optimise use of Shared Lives; Restructuring Supporting People	Project 4	Optimise use of Shared Lives; Restructuring Supporting People	Project 4	Optimise use of Shared Lives; Restructuring Supporting People	Project 4	Optimise use of Shared Lives; Restructuring Supporting People	Project 4	Optimise use of Shared Lives; Restructuring Supporting People	Project 4
Project 5	Optimise telecare usage	Project 5	Optimise telecare usage	Project 5	Optimise telecare usage	Project 5	Optimise telecare usage	Project 5	Optimise telecare usage	Project 5
Project 6	Optimise block and spot contracts	Project 6	Optimise block and spot contracts	Project 6	Optimise block and spot contracts	Project 6	Optimise block and spot contracts	Project 6	Optimise block and spot contracts	Project 6
Project 7	Care Fund Calculator	Project 7	Care Fund Calculator	Project 7	Care Fund Calculator	Project 7	Care Fund Calculator	Project 7	Care Fund Calculator	Project 7
Project 8	Transport	Project 8	Transport	Project 8	Transport	Project 8	Transport	Project 8	Transport	Project 8
Project 9	Transitions	Project 9	Transitions	Project 9	Transitions	Project 9	Transitions	Project 9	Transitions	Project 9
Project 10	Monitoring high value (1-to-1) and high cost placements	Project 10	Monitoring high value (1-to-1) and high cost placements	Project 10	Monitoring high value (1-to-1) and high cost placements	Project 10	Monitoring high value (1-to-1) and high cost placements	Project 10	Monitoring high value (1-to-1) and high cost placements	Project 10

ACTIONS AND SAVINGS														
2012/13			2013/14			2014/15			2015/16					
Project 2 and ASC 22	-301	Project 2 and ASC 22	-301	Project 2 and ASC 22	-301	Project 2 and ASC 22	-301	Project 2 and ASC 22	-301	Project 2 and ASC 22				
Project 8	-186	Project 8	-186	Project 8	-186	Project 8	-186	Project 8	-186	Project 8				
Project 20	-30	Project 20	-30	Project 20	-30	Project 20	-30	Project 20	-30	Project 20				
Project 1, 2, 3, 4, 5, 6, 7, 10, & ASC 12	-3582	Project 1, 2, 3, 4, 5, 6, 7, 10, & ASC 12	-3582	Project 1, 2, 3, 4, 5, 6, 7, 10, & ASC 12	-3582	Project 1, 2, 3, 4, 5, 6, 7, 10, & ASC 12	-3582	Project 1, 2, 3, 4, 5, 6, 7, 10, & ASC 12	-3582	Project 1, 2, 3, 4, 5, 6, 7, 10, & ASC 12				
3rd party payments	45,286	3rd party payments	45,286	3rd party payments	45,286	3rd party payments	45,286	3rd party payments	45,286	3rd party payments				
Transfer payments	11,751	Transfer payments	11,751	Transfer payments	11,751	Transfer payments	11,751	Transfer payments	11,751	Transfer payments				
Support Services	6,513	Support Services	6,513	Support Services	6,513	Support Services	6,513	Support Services	6,513	Support Services				
Depreciation	154	Depreciation	154	Depreciation	154	Depreciation	154	Depreciation	154	Depreciation				
Income	22,293	Income	22,293	Income	22,293	Income	22,293	Income	22,293	Income				
Government grants	6,903	Government grants	6,903	Government grants	6,903	Government grants	6,903	Government grants	6,903	Government grants				
Other reimbursements	4,055	Other reimbursements	4,055	Other reimbursements	4,055	Other reimbursements	4,055	Other reimbursements	4,055	Other reimbursements				
Customer and client	8,023	Customer and client	8,023	Customer and client	8,023	Customer and client	8,023	Customer and client	8,023	Customer and client				
Recharges	3,086	Recharges	3,086	Recharges	3,086	Recharges	3,086	Recharges	3,086	Recharges				
Balances	226	Balances	226	Balances	226	Balances	226	Balances	226	Balances				
NET BUDGET	57,918	NET BUDGET	57,918	NET BUDGET	57,918	NET BUDGET	57,918	NET BUDGET	57,918	NET BUDGET				
Capital Budget	52,168	Capital Budget	52,168	Capital Budget	52,168	Capital Budget	52,168	Capital Budget	52,168	Capital Budget				
2011/12	2012/13	2013/14	2014/15	2015/16	2011/12	2012/13	2013/14	2014/15	2015/16	2011/12	2012/13	2013/14	2014/15	2015/16
80,211	79,041	82,069	85,246	87,735	80,211	79,041	82,069	85,246	87,735	80,211	79,041	82,069	85,246	87,735
12,305	12,947	12,975	12,990	13,004	12,305	12,947	12,975	12,990	13,004	12,305	12,947	12,975	12,990	13,004
397	489	503	510	517	397	489	503	510	517	397	489	503	510	517
1,139	1,641	1,688	1,712	1,736	1,139	1,641	1,688	1,712	1,736	1,139	1,641	1,688	1,712	1,736
2,666	2,541	2,626	2,645	2,710	2,666	2,541	2,626	2,645	2,710	2,666	2,541	2,626	2,645	2,710
45,286	42,800	45,188	47,163	49,041	45,286	42,800	45,188	47,163	49,041	45,286	42,800	45,188	47,163	49,041
11,751	12,309	13,374	13,911	14,411	11,751	12,309	13,374	13,911	14,411	11,751	12,309	13,374	13,911	14,411
6,513	6,176	6,176	6,176	6,176	6,513	6,176	6,176	6,176	6,176	6,513	6,176	6,176	6,176	6,176
154	138	138	138	138	154	138	138	138	138	154	138	138	138	138
22,293	26,873	26,873	26,873	26,874	22,293	26,873	26,873	26,873	26,874	22,293	26,873	26,873	26,873	26,874
6,903	7,142	7,142	7,142	7,142	6,903	7,142	7,142	7,142	7,142	6,903	7,142	7,142	7,142	7,142
4,055	7,739	7,739	7,739	7,739	4,055	7,739	7,739	7,739	7,739	4,055	7,739	7,739	7,739	7,739
8,023	8,907	8,907	8,907	8,907	8,023	8,907	8,907	8,907	8,907	8,023	8,907	8,907	8,907	8,907
3,086	3,086	3,086	3,086	3,086	3,086	3,086	3,086	3,086	3,086	3,086	3,086	3,086	3,086	3,086
226	0	0	0	0	226	0	0	0	0	226	0	0	0	0
57,918	52,168	55,796	58,373	60,861	57,918	52,168	55,796	58,373	60,861	57,918	52,168	55,796	58,373	60,861
52,168	52,168	52,168	52,168	52,168	52,168	52,168	52,168	52,168	52,168	52,168	52,168	52,168	52,168	52,168
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-1162	-1162	-1162	-1162	-1162	-1162	-1162	-1162	-1162	-1162	-1162	-1162	-1162	-1162	-1162
2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000
1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
-2239	-2239	-2239	-2239	-2239	-2239	-2239	-2239	-2239	-2239	-2239	-2239	-2239	-2239	-2239
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Finance Comments (Capital Budget or otherwise)														

ACTION PLAN									
DETAILS OF SUB-PROJECTS AND THEIR IMPACT									
Project	DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Risk		Score
				Other services (maximum of 3)	Sustainability	Likelihood	Impact		
Project 1	2012/16 0% inflation uplift 0% inflation uplift to third party suppliers (successfully implemented over last two years). Will become more difficult to deliver the longer the period.	To meet budget savings	Equality analysis undertaken	Legal Services - negative impact	Not applicable	5	3	15	
Project 2	2012/15 De-registration of residential care, Ordinary Residence De-registration of residential care which would allow for the claim of housing benefits. There is national guidance, issued by the DOH that sets out the circumstances in which a host authority is responsible for the funding of an individual living in supported living in their area. An assessment of current funding arrangements in relation to these could yield substantial savings by transferring costs to the host authority.	To meet budget savings	Equality analysis undertaken	Legal Services - negative impact	Not applicable	4	3	12	
Project 3	2012/13 Remodel domiciliary care Remodelling and retendering the domiciliary care contract, achieving a reduction in unit cost and reducing the number of 'off contract' arrangements	To meet budget savings	Equality analysis undertaken	No impact	Not applicable	2	4	8	
Project 4	2012/15 Optimise use of Shared Lives; Restructuring Supporting People Maximising the use of Shared Lives & supported living will provide savings in relation to residential care, this includes for young people in transition to adult services. Funding for services provided under Supporting People arrangements is no longer ring-fenced & there are opportunities therefore to fundamentally restructure & refocus the use of SP services.	To meet budget savings	Equality analysis undertaken	Housing Needs and Enabling Services- positive impact Housing Benefits - negative impact Children's Social Care - negative impact	Not applicable	4	3	12	
Project 5	2012/15 Optimise telecare usage Optimise the use of telecare and assistive technologies to provide a more cost effective alternative to domiciliary care and other forms of intervention.	To meet budget savings	Equality analysis undertaken	No impact	Not applicable	4	3	12	
Project 6	2012/15 Optimise block and spot contracts Optimising the use of block and spot contracts	To meet budget savings	Equality analysis undertaken	No impact	Not applicable	3	3	9	
Project 7	2012/15 Care Fund Calculator The costs of some long-term placements for people with learning disabilities and physical disabilities are very high. There are now well-developed tools, such as the Care Funding Calculator, which can assist with the renegotiation or initial negotiation of these high cost packages.	To meet budget savings	Equality analysis undertaken	No impact	Not applicable	3	3	9	
Project 8	2012/15 Transport Reducing usage by implementing eligibility criteria for provision of council-funded transport, rationalisation of the number of vehicles for day services, and ensuring best market rates for services. As there are strong links to the transport service review, proposed savings levels may change following conclusion of that review.	To meet budget savings	Equality analysis undertaken	Transport - negative impact	Not applicable	4	3	12	
Project 9	2012/15 Transitions Reducing the cost of support for young people transitioning from Children's Social Care to Adult Social Care	To meet budget savings	Equality analysis undertaken	Children's Social Care - negative impact Housing Benefits - negative impact	Not applicable	3	3	9	
Project 10	2012/15 Monitoring high value (1-to-1) and high cost placements Reduction and monitoring of high value/high cost placements	To meet budget savings	Equality analysis undertaken	Legal Services - negative impact	Not applicable	4	3	12	