

Public Document Pack



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Os yn galw gofynnwch am - If calling please ask for

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COUNTY COUNCIL
Thursday, 23rd February, 2017

S U P P L E M E N T A R Y P A C K

1.	BUDGET FOR 2017-18, MEDIUM TERM FINANCIAL STRATEGY 2017-2020 AND CAPITAL PROGRAMME FOR 2017-2021	CC22- 2017
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To consider the Budget for 2017-18, Medium Term Financial Strategy 2017-2020 and Capital Programme for 2017-2021.

(Pages 3 - 26)

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Adult Social Care	Head of Service	Louise Barry & Dylan Owens	Strategic Director	Carol Shillabeer	Portfolio Holder	Cllr Stephen Hayes
Saving Proposal				Learning disabilities – Day Time Opportunities			
Outline Summary / Description of Proposal							
<p>Powys County Council has a County wide Day and employment service which currently accommodates 289 people. The Council pays for the majority of the Day and Employment service which is delivered 70% in house and 30% by external agencies. Some resettlement grant fund money is received by the council towards the cost of Day services from Powys teaching Health Board.</p> <p>The service offers daytime activities and supported employment opportunities in location as across the county both in day service bases and also in the community. With the purpose of enabling individuals to acquire socially valued roles, status and self-esteem, educational and active citizenship skills, as appropriate to their unique needs, wishes and aspirations.</p> <p>The service has not been reviewed for a number of years and, in line with the opportunity to review and remodel all ASC services the Day and employment service needs to be remodelled and costs reduced to ensure that the Council are delivering the maximum opportunities, for the best value and flexibility through the most effective service delivery models for our service users now and in the future. There are three main drivers for this project:</p> <ol style="list-style-type: none"> 1) The Learning disability Commissioning Strategy and accountability framework. 2) Legislation: Section 16 of the Social Services Well-being (Wales) Bill 2014 requires that local authorities are proactive in promoting social enterprises, co-operatives, user led services and the third sector: <ol style="list-style-type: none"> (a) the development in its area of social enterprises to provide care and support and preventative services; (b) the development in its area of co-operative organisations or arrangements to provide care and support and preventative services; (c) the involvement of persons for whom care and support or preventative services are to be provided in the design and operation of that provision; (d) the availability in its area of care and support and preventative services from third sector organisations (whether or not the organisations are social enterprises or cooperative organisations).' 3) Finance: Powys Adult Social Care is facing the challenge of just over £12 million service budget reduction over the next 3 years. The Day and employment service has a controllable budget of £ 3.074 million, excluding recharges and an Adult Social Care target for £480 k 17/18 and £480k 18/19 savings has been set from this budget. 							

Cyngor Sir Powys County Council

Savings Delivery Plan

1. Version Control

Version	Author	Job Title	Date
0.1			

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£480k	£480k	£	£960k

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Deliver 480k saving	1 st April 2017	On track	
Deliver £480k saving	1 st April 2018	In progress	
Portfolio Holder decision required			
Yes / No	no	Date required	
Cabinet decision required			
Yes / No	Previous cabinet decisions have already been made for this project	Date required	14 th June 2016 phase 2 14 th February 2017 phase 3
Council decision required			
Yes / No	no	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
The high level of savings required from this budget (1/3 of overall costs) mean that there will be a risk that cutting/remodelling and retendering services may not be enough to make the required savings	Medium	High	Close work with finance colleagues to get correct budget information. Strong and Effective change management. Open approach to all options from governance structure.
Political pressure to retain services when stakeholders complain	Medium	High	Ensure Councillors and senior managers are made fully aware of the impact and importance of achieving the project
Negative response from service users, families and public to any reduction, closures or changes to services	High	Medium	Early engagement with service users, communications team and social work teams and advocacy services.
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
		x	
Potential impact on other Service areas			
none			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

Cyngor Sir Powys County Council

Savings Delivery Plan

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

- To consider the client groups, activities, achievements, resources, requirements and opportunities for every area of the service in order that it be reviewed, remodelled, decommissioning where required.
- Consider the best model of service delivery to achieve positive outcomes for the service users in regards their employment, volunteering opportunities and meaningful activities.
- Development of a socially valued business/ social enterprise offering 30% of paid work opportunities to Disabled or disadvantaged workers
- Reduced and sustainable models of service
- Valued service offering meaningful activity which has reduced cost to the Council

- To allow the Council to meet its obligations to council standing orders and EU regulation.
- To ensure that the council is commissioning services which represent value for money
- Review of all of the support plans and levels of service delivery for service users who are in receipt of Supported Employment Services.
- Meeting the EU procurement regulations and standing order requirements
- Ensuring that the councils is gaining value for money

Analysis does not indicate that other protected characteristics will be affected. However, the analysis does highlight a risk that individuals currently supporting service users may change in some instances depending on award of contracts. Work will be undertaken with providers to minimise this risk, with as many staff as possible continuing to support existing clients.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
yes	yes	-
Date required	Date required	Date required
Already completed	Already completed	

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

	2017-18				2018-19				2019-20			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Already designated												

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Adult Social Care	Head of Service	Louise Barry & Dylan Owens	Strategic Director	Carol Shillabeer	Portfolio Holder	Cllr Stephen Hayes
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Saving Proposal LD Supported Living

Outline Summary / Description of Proposal

Learning Disabilities Supported Tenancies have been allocated level of efficiency savings as part of the corporate budget recovery plan. This document is to assess the potential impact of these savings on the services and the service users.

The services were remodelled and retendered in 2014 and 5 year contracts were awarded. The retender project saved £714 k at that time. With these contracts in place and also with consideration of the challenges providers face due to the National Living Wage there will be limited scope for contract price negotiation to achieve savings. Therefore the new savings targets will have to be achieved by service reductions. At the current time there are a number of initiatives started to deliver savings in the supported tenancies. These will be incorporated into one central project to ensure that savings are delivered on time and according the budget recovery plan. The current initiatives include use of assistive technology, review and management of vacancies and the development of longer term Market Position Statements and forward planning for future needs. The project will also assess and utilise the potential for unpaid support, shared support with peers and equitable service delivery across all services.

Required savings are as follows:

2017/18 £150k
 2018/19 £200k
 2018/20 £150k

Page 9

1. Version Control

Version	Author	Job Title	Date
0.1	DW/SOG		

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£150k	£200k	£150k	£500k

Cyngor Sir Powys County Council

Savings Delivery Plan

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Saving to be delivered for 2017/18	1 st April 2017		
Saving to be delivered for 2018/19	1 st April 2018		
Saving to be delivered for 2019/20	1 st April 2019		
Portfolio Holder decision required			
Yes / No	no	Date required	
Cabinet decision required			
Yes / No	Already completed as part of savings recovery report	Date required	Already presented to cabinet 20 th December 2016
Council decision required			
Yes / No		Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Impact on service delivery	Low	Low	
Contract erosion creates risks to financial stability of the market	Low	High	Currently working with providers to evidence achievable savings within the contract and also working to develop market development and market position statement
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
		x	
Potential impact on other Service areas			
If LD market destabilises would have impact on other market arenas related to adult social care			
Service Area informed:	yes	Contact Officer liaised with:	Sue O Grady
Mitigation			
Currently working with providers to evidence achievable savings within the contract and also working to develop market development and market position statement to understand risks within the market and work in partnership to mitigate.			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
The project will deliver savings in accordance with the requirements of the budget recovery plan and officers will work to ensure as minimal an impact as possible on service users through the following: assistive technology, review and management of vacancies, development of longer term Market Position Statements, unpaid support, shared support with peers and equitable service delivery across all services. Whilst all effort will be made to minimise negative impact it is possible that some service users in tenancies with high levels of service for community access and 1:1 support provision that exceeds statutory requirements will experience a reduction in service.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
N	N	Work with current providers
Date required	Date required	Date required
		Negotiations to be completed each year by 31 st March with savings identified and recovered.

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

	2017-18				2018-19				2019-20			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Within current establishment												

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Adult Social Care	Head of Service	Louise Barry & Dylan Owens	Strategic Director	Carol Shillabeer	Portfolio Holder	Cllr Stephen Hayes
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Saving Proposal Older day centres

Outline Summary / Description of Proposal

Following the Cabinet decision to recommend restoring a budget of £1.1m to the daytime activities budget, dependent upon the Council's agreement, the service will remain while officers work with local stakeholders in order to develop new methods of delivery. During 2017 the proposal includes;

1. Work with Newtown Town Council in order to share some costs and to receive additional income in the form of a contribution towards the Park Day Centre
2. Work with Llanidloes Town Council in order to share some costs and to receive additional income in the form of a contribution towards the Maes y Wennol Day Centre
3. Work with all relevant Town Councils in order to share some costs and to receive additional income in the form of a contribution towards the Day Centre service, as well as to work towards new governance options in the future
4. To work with the Maes y Ffynnon Day Centre in order to reduce costs and change service provider
5. To reduce the amounts of 3rd sector budget provision
6. To work with the day centres to develop more economic meal provision

Page 13

1. Version Control

Version	Author	Job Title	Date
1	Dylan Owen	Head of Transformation	21 February 2017

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£150,689	£	£	£150,689

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
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Cyngor Sir Powys County Council

Savings Delivery Plan

Number 1 in the Outline Summary above	April 2017	For the additional income to have been agreed	Following Cabinet 20 th December 2016, ongoing through strategic leadership team.
Number 2 in the Outline Summary above	April 2017	For the additional income to have been agreed	Following Cabinet 20 th December 2016, ongoing through strategic leadership team.
Number 3 in the Outline Summary above	March 2018	For future income/contributions to have been agreed and for plans to have been developed for the day centres' governance	Following Cabinet 20 th December 2016, ongoing through strategic leadership team.
Number 4 in the Outline Summary above	October 2017	Agreement reached on the new governance arrangement for 2018	Following Cabinet 20 th December 2016, ongoing through strategic leadership team.
Number 5 in the Outline Summary above	April 2017	For all 3 rd sector providers to have been informed fully of budget available from Powys County Council	Following Cabinet 20 th December 2016, ongoing through strategic leadership team.
Number 6 in the Outline Summary above	October 2017	Agreement reached on the new arrangements	Following Cabinet 20 th December 2016, ongoing through strategic leadership team.
Portfolio Holder decision required			
Yes / No	N	Date required	
Cabinet decision required			
Yes / No	Y	Date required	20/12/2016
Council decision required			
Yes / No	Y – on the budget	Date required	February 2017

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Local groups and Town Councils failure to support new governance arrangements leading to financial shortfall	Medium	Medium	Officers will work with town councils and local groups in order to ensure partnership working
For provision in the 3 rd Sector to be affected by the reduction in budget	Medium	Medium	Officers to work with 3 rd Sector partners to ensure sustainability of the service
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Potential impact on other Service areas			
Risk of reduction in provision of some day services could impact upon domiciliary care requirements. Change in provision of meals could impact on the catering service			
Service Area informed:	Yes	Contact Officer liaised with:	
Mitigation			
Close working with both areas will be required in order to make any changes			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
These suggested changes will not have any negative impact upon issues within Equalities/Wellbeing of Future Generations/Welsh Language legislation. The opposite may be anticipated with local control of the day centres working in partnership with Powys County Council enabling better understanding and provision to meet local cultural and wellbeing needs.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Undertaken during 2016	Yes – ongoing	
Date required	Date required	Date required
	Ongoing	

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

	2017-18				2018-19				2019-20			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Human Resources: staff consultation		X	X									
Business Intelligence activity information (BAU)	X	X	X	X	X							
Corporate Finance financial reporting	X	X	X	X	X							
Commercial Services: Contract Monitoring and re-negotiation	X	X	X	X	X							

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Adult Social Care	Head of Service	Louise Barry & Dylan Owens	Strategic Director	Carol Shillabeer	Portfolio Holder	Cllr Stephen Hayes
Saving Proposal				Residential Care			
Outline Summary / Description of Proposal							
<p>Reduction in length of stay in residential care from 847 to 730 days. This saving replaces the original residential care saving of £940k in 18/19 and is a saving that was identified as part of the FIP determined by Peopletoo. This will be delivered by changes in operational practice which will see more people supported to live in the community by greater access to third sector, low levels supports and early intervention and prevention support in addition to reablement time limited interventions which will see the reduction of high cost low volume services. This is not due to deliver until 2019/2020 in order to embed alternative provision and change in practice across organisations. Full business case to be developed.</p>							

Page 17

1. Version Control

Version	Author	Job Title	Date
V 1	L Barry	Head of Ops	21/02/17

Cyngor Sir Powys County Council

Savings Delivery Plan

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2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£0	£0	£303,326	£303,326

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
To be scoped			
Portfolio Holder decision required			
Yes / No		Date required	
Cabinet decision required			
Yes / No		Date required	
Council decision required			
Yes / No		Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

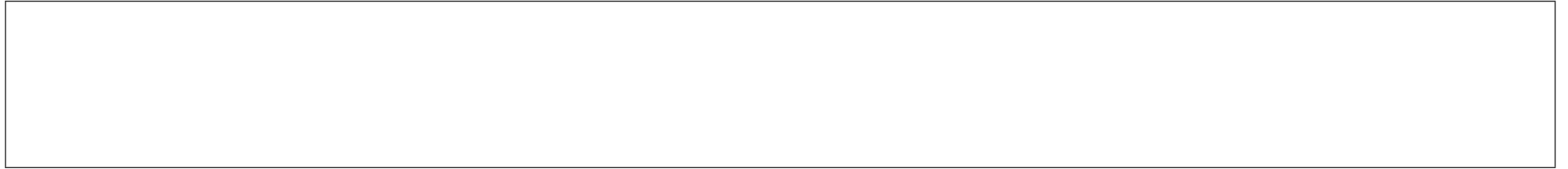
4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Alternative provision not being available	Low	High	Work underway on EIP/ Accommodation project
Cultural change for both practitioners in health and social care	Low	High	Work underway across organisations to embed cultural change
Public expectations	Medium	Medium	More outward facing communications needed with elected members and citizens
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
		x	
Potential impact on other Service areas			
Impact will be more strongly felt by providers			
Service Area informed:		Contact Officer liaised with:	
Mitigation			
Work with providers through forum to diversify business modelling			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

***Cyngor Sir Powys County Council
Savings Delivery Plan***



Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
		x
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

	2017-18				2018-19				2019-20			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
To be determined												

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Adult Social Care	Head of Service	Louise Barry & Dylan Owens	Strategic Director	Carol Shillabeer	Portfolio Holder	CLlr Stephen Hayes
Saving Proposal				Residential Care			
Outline Summary / Description of Proposal							
<p>Reduction in admissions to residential care by 10% see breakdown of savings timetable as set out below. This saving replaces the original residential care saving of £940k in 17/18 and 18/19 and is a saving that was identified as part of the FIP determined by Peopletoo. This will be delivered by changes in operational practice which will see more people supported to live in the community by greater access to third sector, low levels supports and early intervention and prevention support in addition to reablement time limited interventions which will see the reduction of high cost low volume services.</p>							

Page 23

1. Version Control

Version	Author	Job Title	Date
1	Dylan Owen	Head of Adult Transformation	16 th February 2017

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£298,771	£298,771	£0	£597,542

Cyngor Sir Powys County Council

Savings Delivery Plan

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Negotiate contract with Bupa to reduce bed prices	April 2017	£273k saving in 2017/18	Cabinet 20 th December 2016.
Reduce the number of spot beds purchased and fully utilise block contract	March 2017	£25, 771k in 2017/18	Ongoing through strategic leadership team.
Accelerate discussions with Housing in respect of Sheltered Housing and Development of Extra Care	On-going	Alternative accommodation choices available within the community	
Portfolio Holder decision required			
Yes / No		Date required	
Cabinet decision required			
Yes / No		Date required	
Council decision required			
Yes / No		Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Alternative provision is not available within the community	High	Medium	Explore opportunities with RSL's, Housing
Transfer from hospital direct to long term care	Medium	High	Discharge to assess teams working on a rehabilitative model
Increased number of self-funders dropping below new capital threshold	Medium	Medium	Monthly monitoring
Insufficient Domiciliary Care capacity to meet need	Low	Medium	Weekly monitoring
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Potential impact on other Service areas			
Close working with Housing required in respect of providing suitable accommodation choices in the community.			
Service Area informed:	Yes	Contact Officer liaised with:	Simon Inkson
Mitigation			
Ongoing participation of the Older People's Accommodation Board. Housing Officers working closely with frontline ASC staff.			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
No impact.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
N/A	N/A	X
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

	2017-18				2018-19				2019-20			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Business Intelligence activity information (BAU)	X	X	X	X	X	X	X	X	X	X	X	X
Corporate Finance financial reporting	X	X	X	X	X	X	X	X	X	X	X	X
Commercial Services: Contract Monitoring and re-negotiation	X	X	X	X	X	X	X	X				
Housing: Affordable Housing/Project Officers aligned with ASC workers to ensure the most effective use of housing provision.	X	X	X	X	X	X	X	X	X	X	X	X