

ANGUS COUNCIL

SOCIAL WORK AND HEALTH COMMITTEE 19 MAY 2015

HELP TO LIVE AT HOME PROJECT

ABSTRACT

This report provides information to members with regards to developments in the Help to Live at Home Project; a project intended to identify and deliver budget and service efficiencies within Adult Services in the People Directorate.

The project is part of the Transforming Angus change programme, and the Outline Business Case will be submitted to Angus Council on 18 June 2015 for approval to proceed with an implementation programme. Given the complexity and the significant implications of this project for Angus Council a number of briefings will be arranged for members prior to presentation of the report to full Council.

1. BACKGROUND

Reference is made to Report 47/15, considered by the P&R Committee at its meeting on 3 February 2015, which provided a progress update in relation to the Council's Transforming Angus (TA) change programme.

That report included reference to the Help to Live at Home Project (HTLH) as part of the TA change programme, and identified that EY (the Council's Strategic Partner) has been commissioned to support the Council to develop an Outline Business Case.

Members may also recall that the approved Council Plan 2014-2017 also included a number of change targets related to the provision of Adult Services.

The HTLH project is identified as a key vehicle for the delivery of a number of savings targets agreed in the Provisional Revenue Budget 2016/17.

2. SIGNIFICANT INFORMATION

EY have completed an extensive analysis of social care provision in Angus, and have developed an Outline Business Case (OBC) for delivering services in a more sustainable and effective way, where capacity is increased and costs are reduced.

Summary of EY Report and OBC

In contrast with most other local authority areas in Scotland in which the private and third sectors have a far greater share of care provision. Angus Council has remained the main provider of services to older people requiring social care. The current structure of care provision for older people in Angus is not cost effective and in its current structure does not make best use of available resources. This is unsustainable in the longer term. The cost of Angus Council social care services is significantly greater than that delivered by other providers in Angus (on average £41.01 per hour as opposed to £19.60 for external providers). The introduction of Self Directed Support (SDS) means that people will over time opt to choose alternative providers where they can receive better value for money. Their ability to do so currently is inhibited by the limited market development for private provision in Angus.

The HTLH project includes in its scope three main areas of Older People's Services: Homecare, Supported Housing, and Residential care. The Outline Business Case focuses primarily on potential changes to Home Care services. It identifies three means by which changes to how current business is delivered can yield significant savings for Angus Council and support better use of resources.

Firstly, it focuses on levers to reduce internal costs. These include a review of how contracted working hours and work patterns are arranged, making workflow management more effective, improving the use of technology to support productivity, and reduction of unproductive time.

Secondly, it stresses the need to develop the local market for private and third party providers of home care. This market is underdeveloped in Angus compared to many other areas of Scotland. The great majority of care at home (80%) is delivered by Angus Council staff, a position which is not cost-effective or sustainable since the introduction of Self-Directed Support.

Thirdly, it identifies the need for the Council to examine alternative delivery models for home care, for example social enterprise or local authority trading companies. Each model is profiled according to its strengths and weaknesses and what it might offer in an Angus context.

The Supported Housing element of HTLH addresses the changes required to the social care element of older people's housing provision as a result of demographic change and the separation of social care functions from tenancy management required under SDS. Whilst there are specific issues which pertain to this area of work, it can also be seen as a sub group of the home care work described above.

The future delivery of local authority residential care for older people in Angus will be examined under HTLH and an options appraisal for future service provision will be developed. This will include potential savings against each option.

The Outline Business Case incorporates a detailed change plan which illustrates the changes required to achieve identified savings over differing timescales, according to a number of different models. Potential savings indicated, currently subject to further scrutiny by the Finance Department, could be up to £1.9m in year one to a cumulative total of £12m in year five.

The proposals in the Outline Business Case have significant implications for service delivery systems and consequently for human resources and finance.

To achieve the changes required, the Council will have to incur investment costs, both in terms of project management resources and in order to redistribute the pattern of service delivery and develop capacity through greater use of external care providers.

Initial 'front-loading' critical factors in order to increase service capacity are:

- the rapid achievement of efficiencies in Council Homecare services
- investment in developing the market for external providers in Angus Council
- Investment in enablement services to reduce the level of demand for higher tariff services

These actions will require a dedicated project team and continued input from EY is recommended in developing the external social care provider market.

These issues will be monitored closely through a HTLH Project Board and the Transforming Angus Board. They will be reported to Social Work and Health Committee and the Integration Joint Board at regular intervals.

3. REPORT AUTHOR

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