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Democratic Services

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DATE: 9 March 2012

Dear Councillor

ADULT SOCIAL CARE SCRUTINY COMMITTEE - THURSDAY, 15TH MARCH, 2012

I am now able to enclose, for consideration at next Thursday, 15th March, 2012 meeting of the Adult Social Care Scrutiny Committee, the following reports that were unavailable when the agenda was printed.

Empower Card (Pages 1 - 6)

Performance Report (Pages 7 - 14)

Adult Services Transport (Pages 15 - 22)

Yours sincerely

Mark Grimshaw
Scrutiny Officer

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CHESHIRE EAST COUNCIL

Adult Social Care Scrutiny Committee

Date of Meeting:	15 March 2012
Report of:	Lorraine Butcher (Strategic Director of Children, Families & Adults)
Subject/Title:	The Empower card: report on status and progress

1.0 Report Summary

- 1.1 This report provides a high level briefing and update on the Council's prepaid social care card product (known as the Empower card). Cheshire East Council is at the forefront of developing better ways to deliver social care to its customers, and received a national 'Personalisation & Choice Achievement of the Year' award from the MJ journal in 2011. As at March 2012, there are just over 2,000 Empower cards in existence (not all are active) holding approximately £2.5 million in prepaid social care funding (including client contributions).
- 1.2 Such a rapid increase in the take up of such a new and innovative process has created a number of issues, with both the product itself and associated processes, and therefore the Council approved a three-month 'pause' in the rollout of the Empower card in November 2011 as part of a post-implementation review. During this time, no new customers have been given an Empower card.
- 1.3 A strategic Empower Steering Group has been created to oversee the 'pause' and identify and authorise appropriate modifications to the use of the card. This group has met on a weekly basis. In addition, a Task Team has been created under the Head of Local Delivery & Independent Living.
- 1.4 That post-implementation review is now under-way, and we have collated and analysed issues from a variety of sources, including service users, carers, care agencies, third sector support organisations, Council Members and internal departments.
- 1.5 Initial analysis suggests that a prepaid card is a sound concept, but that the rapid increase in take-up of CEC's Empower card has identified and, in some cases, exacerbated issues relating to the overall implementation process and the embedding of new ways of working within existing infrastructure and established mechanisms. These issues do not originate from any single source, and many pre-date Empower.
- 1.6 Feedback on Empower from the surveys recently conducted of customers, staff, providers and third sector organisations is positive in the main, with a majority very supportive of both the product and concept in principle and keen to see it continued and recognised process issues addressed.

- 1.7 Task teams are now in place within Direct Payments Audit, Client Finance and Individual Commissioning to undertake detailed reviews on all 3,000 or so Empower and Direct Payment accounts with Cheshire East Council. This work commenced in February 2012 and is being carefully managed. As the review commences, communication with our customers, carers, third sector organisations and care agencies is crucial and this is part of that process.
- 1.8 Internal administrative processes have been reviewed and improved within the Empower, Direct Payments and debt recovery teams, and interactions clarified between Client Finance and both care management and shared services, to ensure that these issues are minimised going forwards. Training for all relevant staff on the revised processes is planned for April 2012.
- 1.9 In addition, work is currently ongoing to identify whether any alternative products are now available in the current market place that better meet the needs of CEC and its customers or whether Empower in a modified form continues to be the most appropriate offer.
- 1.10 The 'pause' on new customers going onto the current Empower card product therefore remains in place and has been extended indefinitely pending completion of this review exercise.

2.0 Recommendations

- 2.1 That the Committee notes the progress of this review and the extension of the Empower 'pause' until all Empower card customer accounts have been audited and those customers given a care review.
- 2.2 That the Committee endorses the Council's continued exploration and evaluation of the current pre-paid card product against alternative options now available in the market.

3.0 Reasons for Recommendations

- 3.1 The Council puts the interests of individual customers at the centre of its social care processes, in accordance with its statutory responsibilities.
- 3.2 The Council needs to support the local provider market while this review is taking place and be mindful of maintaining a stable market within the borough.
- 3.3 It is important that the Empower card product is reviewed post implementation, all appropriate views gathered and alternative options identified and properly evaluated.
- 3.4 The extent of this review exercise is such that it has not been possible to complete it within the initial three-month period identified.

4.0 Wards and Local Ward Members Affected

- 4.1 All wards and local ward members are affected, as the Empower card is used Borough-wide.

5.0 Policy Implications

- 5.1 Direct Payments and the Empower card are central to the Council's response to the Government's Personalisation agenda for Adult Social Care.
- 5.2 In addition, the card is the Council's preferred and primary payment mechanism to community social care providers.

6.0 Financial Implications

- 6.1 The Adult Social Care budget is projecting a £4.175 million (4%) overspend as at 2011/12 Three Quarter Year Review (reported to Members in January 2012). The Council is projected to spend £16.8 million on Direct Payments (including Empower) in 2011/12.
- 6.2 Additional resources have been brought in to assist this review, at an initial estimated cost of around £45,000. Against that, £20,000 in funding from the North West Improvement & Efficiency Partnership (NWEIP) and £20,000 from the Adult Social Care Efficiency Programme has been secured (pending appropriate monitoring arrangements).

7.0 Legal Implications

- 7.1 The Borough Solicitor is represented on the Empower Steering Group. In addition, legal advice has been obtained on the proposed changes to the Direct Payments Agreement and revised Direct Payments procedures.

8.0 Risk Management

- 8.1 The Council is managing a number of potential risks through this process. These include:
- Potential loss of Council funds
 - Customer safeguarding through inappropriate card use
 - Card system failure
 - Legal challenges on the operation of the card.

9.0 Background and Options

- 9.1 The Empower card was introduced by the Council in early 2010 as an innovative way of delivering greater choice and control to customers in receipt of social care funding through the use of a prepaid VISA debit card.
- 9.2 Cheshire East Council is at the forefront of developing better ways to deliver social care to its customers, and received a national 'Personalisation & Choice Achievement of the Year' award from the MJ journal in 2011. Subsequent roll-out of the Empower card has been rapid, and by March 2012, there are just over 2,000 Empower cards in existence, holding approximately £2.5 million in prepaid social care funding (including client contributions).

- 9.3 This rapid increase in such a new and innovative process has created a number of issues, with both the product itself and associated processes, and therefore the Council approved a three-month 'pause' in the continued rollout of the Empower card in November 2011 as part of a post-implementation review. During this time, no new customers have been given an Empower card; instead, they have received either a 'traditional' Direct Payment (into their own specifically-designated bank account) or a Council-commissioned service.
- 9.4 An Empower Steering Group was created to oversee the 'pause', comprising the Strategic Director for Children, Families & Adults, the Director of Finance & Business Services and the Borough Solicitor (Monitoring Officer). This group has met on a weekly basis. In addition, a Task Team has been created under the Head of Local Delivery & Independent Living and co-ordinated by an interim Direct Payments Project Manager (seconded from the Borough Treasury).
- 9.5 That post-implementation review is now well under-way. We have collated and analysed issues from a variety of sources. Separate surveys of stakeholders – customers/card-holders, CEC staff, care providers and voluntary sector organisations – have been carried out by the Council's Consultation & Participation Unit, with results received just this week.
- 9.6 The messages received from these surveys have been largely positive and supportive of the Empower product:
- The customer survey received an encouraging 21% response rate, and of those that responded, around 65% said that it had been clearly explained to them, they had received sufficient information on it, it had met their expectations in terms of choice and control and they would recommend it to a friend.
 - Providers had a 23% response rate. Overall feedback was very positive; they all felt the concept of the Empower card was very good, and that when the process went well it was fast and efficient. However, they did highlight that when a problem arises, resolution can be very slow and complicated. The Support Team were commended on their hard work in circumstances which could be very testing for them.
 - Further analysis is required on the staff and third sector responses received so far.
- 9.7 Despite the overall support for both the card concept and Empower product from each of these stakeholder groups, all did acknowledge that further system refinements are necessary. In general, their perception is that when processes work (and this is most of the time), they work very well, but where there are issues these resolved too slowly and this can cause significant disruption (see paragraph 9.9 below).
- 9.8 We also instigated a detailed internal sample diagnostic exercise looking at 50 Empower card accounts selected at random. This analysis also suggests that the Empower card has some very positive features, but that the rapid increase in take-up has identified and, in some cases, exacerbated issues relating to the overall implementation process and the embedding of new ways of working within existing and established mechanisms.

- 9.9 These issues do not originate from any single source, but can be broadly categorised into the following areas:
- Customer issues (i.e. cardholders)
 - Provider (i.e. care agency) issues (including payments and cash flow)
 - Software system issues
 - Process issues (operational, reporting and monitoring, debt recovery, audit)
 - Staffing / supervision issues
 - Legal issues
 - Financial issues (fees, fund reversals, client contributions and debt)
- 9.10 Many of these issues were found to pre-date Empower, and are more endemic and embedded than the Empower product itself.
- 9.11 Task teams are now in place within Direct Payments Audit, Client Finance and Individual Commissioning to undertake detailed reviews on all 2,000 Empower accounts with Cheshire East Council. This work commenced in February 2012 and is being carefully managed, communicating the exercise as we progress with customers, carers, third sector organisations and care agencies.
- 9.12 Internal administrative processes have been reviewed and improved within the Empower, Direct Payments and debt recovery teams, and interactions clarified between Client Finance and both care management and shared services, to ensure that these issues are minimised going forwards. Training for all relevant staff on the revised processes is planned for April 2012.
- 9.13 In addition, work is ongoing to identify and review what other prepaid card, Direct Payment and social care client finance systems and products are now available in the current market place against our existing systems and processes. Technological advances in this area have been rapid, largely as a response to the Government's Personalisation agenda, and so the landscape has moved on somewhat since Empower implementation in 2010.
- 9.14 The 'pause' on new customers going onto the current Empower card product therefore remains in place and has been extended indefinitely pending completion of this review exercise.

10.0 Access to Information

- 10.1 For any further details or background information, please contact Lorraine Butcher, Strategic Director of Children, Families & Adults (01270 686021).

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CHESHIRE EAST COUNCIL

Committee - Adult Social Care Scrutiny

Date of Meeting:	15 March 2012
Report of:	Children, Families and Adults Directorate
Subject/Title:	Performance Update

1.0 Report Summary

1.1 This report provides information on Performance monitoring within Adult Social Care. The report is based on data at February 2012.

1.2 The government are working on two main reporting avenues at present; Transparency in Outcomes and Think Local Act Personal both these initiatives give indications of what councils should collect in the future. Performance and Information have built systems in order to respond to most of the areas indicated, and await final guidance.

1.3 Further measures will be developed, there is currently work underway on analysing Residential and Nursing placements and the effectiveness of Reablement.

1.4 A new DMT Activity report has been developed in which a number of key, additional analyses have been identified and incorporated. These include Financial Assessment timeliness activity and the impact of 'returning' Self-funders. With the latter this will provide an indicative timeframe for when current full cost service users will impact on the Local Authority.

1.4 For Adults Safeguarding a reporting suite of information is now available and established and the Adult Safeguarding Board (ASB) report was presented to the ASB. This gave a more targeted analysis against particular Safeguarding areas and themes. This analysis focused specifically on Local Area Profile (LAP) areas and gave an insight into the natures of abuse in different areas along with other key facets of safeguarding cases. More regular locality based reporting is continuing to be developed.

1.5 The Essential Indicator Tracker (EIT) tracks a number of measures each month. Individual Commissioning set targets at the beginning of each year and monitor progress against targets. Revised targets for 2012/13 are in the process of being agreed as part of the imminent Service Planning activity.

The EIT and Team Breakdown Reporting is scrutinised at monthly Performance Management sessions with the Individual Commissioning Senior Manager and Service Managers in attendance. This method of monitoring has proved positive in the main as the following information demonstrates.

2.0 Performance Measures

Indicators related to rehabilitation and intermediate care	<i>Outturn 2010/11</i>	<i>Feb 2012</i>	<i>Target</i>
NI 125 Achieving independence for older people through rehabilitation / intermediate care	76.8%	85.6%	78.3%

This measure is exceeding target and an improvement on last year's outturn. For this measure there are ongoing discussions at various levels (internally CEC/PCT and externally North West Performance Leads) given the potential data sourcing concerns around this measure and a solution to this is being sought.

Numerator lines related to NI 130 Individualised Budgets/Direct Payments	<i>Outturn 2010/11</i>	<i>Feb 2012</i>	<i>Target</i>
NI 130	40.7%	45.4%	60.0%

The Department of Health has acknowledged that the national target of 100% by 2013 cannot be achieved by any Local Authority given the range of services LA's offer. They are looking into a revised target for this indicator.

The Team Support Service are currently investigating the under-performance of this indicator to see whether this is an anomaly caused by data loading issues as it does not appear that it is simply a case of there being an increased proportion of customers accessing services that are not eligible for personal budgets. Plans are in place to assist with better identification of NI130 eligible customers: a 'Personal Budget Eligible' identifier has now been implemented in the PARIS system and all records are in the process of being updated. There will also be an increased focus on monitoring at a team level.

Indicators related to Local Indicator (LI001) Timeliness of Social Care Assessment - 4 weeks from referral to assessment completed	<i>Outturn 2010/11</i>	<i>Feb 2012</i>	<i>Target</i>
LI001 Timeliness of social care assessment	79.5%	92.7%	88.0%

The timeliness of assessments is showing a positive outcome from the outturn and at present is exceeding the target set for the end of year position. This is indicative of the controls the management team have put in place and the monthly monitoring. Management discuss issues with individual staff in supervision sessions where performance is showing a negative outcome.

Indicators related to Local Indicator (LI002) Timeliness of Social Care Assessment - 4 weeks from completion of assessment to all services in place	Outturn 2010/11	Feb 2012	Target
LI002 Timeliness of social care packages	70.8%	93.8%	93.0%

Timeliness of social care package is showing a positive outcome from the outturn and at present is exceeding the target set for the end of year position. This is indicative of the controls the management team have put in place and the monthly monitoring. Management discuss issues with individual staff in supervision sessions where performance is showing a negative outcome.

On occasion it is outside the departments control there may be a delay in a third party service or the service user is not available to receive services due to hospitalisation.

Indicators related to NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information	Outturn 2010/11	Feb 2012	Target
NI 135 Total - Carers receiving needs assessment or review and a specific carer's service, or advice and information	10.2%	34.6%	28.0%

In 2011/12 significant improvement in this area of the service continues to be shown. Close scrutiny at performance management sessions of the detailed information highlighted which areas required increased assistance with carrying out Carer's assessment, training and mentoring has taken place to achieve consistency across the SMART.

Indicators related to NI 141 & NI142 Vulnerable People Achieving/Maintaining Independent Living (Q3 figures)	Outturn 2010/11	Feb 2012	Target
NI141 Percentage of vulnerable people achieving independent living (this is a quarterly figure pending a monthly data collection set-up)	72.51%	76.60%	65.00%
NI142 Percentage of vulnerable people who are supported to maintain independent living (this is a quarterly figure pending a monthly data collection set-up)	99.13%	98.32%	98.70%

Both of the indicators are performing well and have consistently been so. This shows the value of linking preventative services to statutory services to get best value and ensure residents of Cheshire East can live independently for as long as possible. These preventative services continue to provide excellent value for money. Supporting people to remain living independently in their own homes, or helping people towards independent sustainable living is

very cost effective and can reduce the burden on the statutory services to which they are linked.

For NI142 the score is very marginally below target. The people included in this service are primarily older people in sheltered housing. This is a seasonal fluctuation as older people tend to die in the winter months.

Indicators related to NI 145 People with Learning Disabilities in Settled Accommodation at the time of their assessment/latest review	<i>Outturn 2010/11</i>	<i>Feb 2012</i>	<i>Target</i>
NI 145 Number of ALD in settled accommodation at point of assessment/review, as % of all adults known to service	36.6%	57.4%	45.0%

This indicator has now exceeded target ahead of the end of the reporting year and we can expect to climb further as the remaining learning disability clients reviews (highlighted as a priority) are completed. Recent data housekeeping project undertaken by TSS has also had a big impact on the indicator.

Indicators related to NI 146 People with Learning Disabilities in Employment at the time of their assessment/latest review	<i>Outturn 2010/11</i>	<i>Feb 2012</i>	<i>Target</i>
NI 146 Number of ALD in employment at point of assessment/review, as % of all adults known to service	6.28%	6.59%	6.90%

The service expects this measure to be on track at the next quarter as the benefits of actions put in place are realised. These actions include: a post funded by a successful bid for NHS funding that is looking at using personal budgets and personal assistants which may help people with more severe learning disabilities, that we have not been able to assist before, in to employment; also, Supported Employment is now co-located with the SMART teams which will also help improve performance.

Team Support Service have also been assisting staff in this area with systems and ensuring process is followed which has also had a big impact on the indicator.

Indicators related to adaptation waiting times	<i>Outturn 2010/11</i>	<i>Feb 2012</i>	<i>Target</i>
MLIL003 Average length of time waiting for minor adaptations from assessment to work beginning (weeks)	1.7	2.4	2.0
MLIL004 Average length of time waiting for major adaptations from assessment to work beginning (weeks)	16.1	20.4	20.0

Both minor and major adaptation areas are performing well with major adaptations showing an improvement on last year's outturn. For 2011/12 the averages for these measures are currently 2.0 and 13.4.

New Corporate Monthly Measures (for Informal Cabinet)	Outturn 2010/11	Feb 2012	Target
CORP007 Number of People Receiving Services or Funding for Social Care*	New Measure	5,498	n/a
CORP008 Average (net) cost of a care package*	New Measure	£1,011	
CORP011 Percentage of people referred or referring self for assessment who go on to receive a funded care package*	New Measure	25.75%	

These corporate indicators have recently been introduced and form part of the corporate basket of indicators.

CORP007 is showing an average figure of 5,618 clients with the overall trend for this measure showing a slight decrease in the number of customers receiving services; this will be due to better signposting, prevention and reablement and strict application of FACS eligibility criteria at frontline and review. The full year trend for 2011/12 is shown in *Chart 1* below.

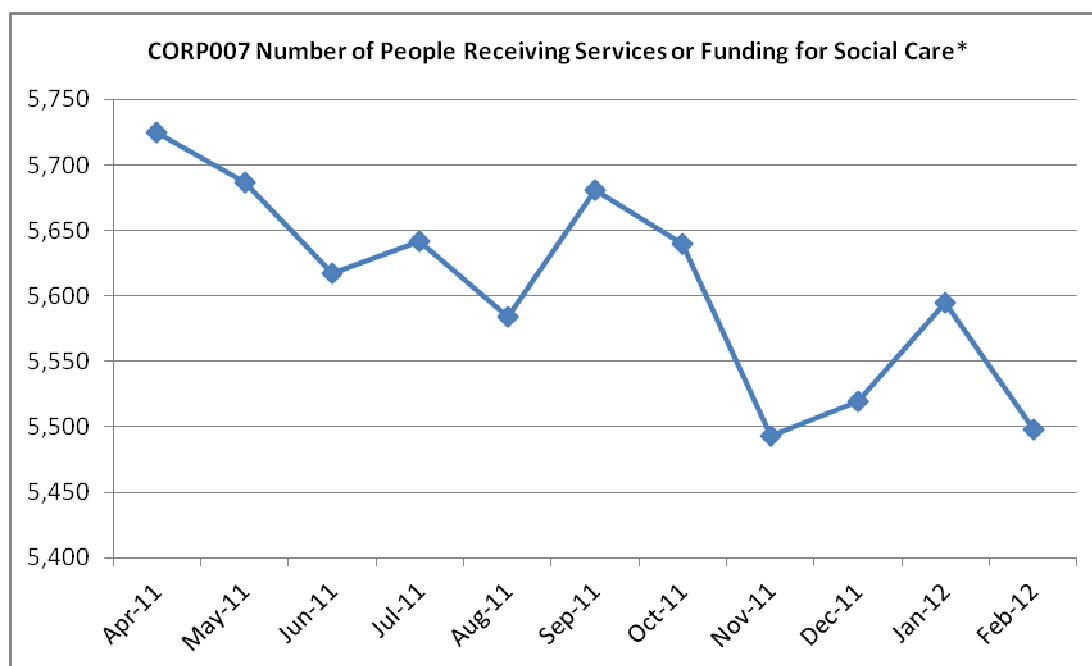


Chart 1

CORP008 shows the net actual cost and uses the most comprehensive data available (Financial Period 9). This month's figure has increased very slightly on last month. This is due to better signposting, prevention work and reablement that directs people away from funded services, therefore those that do go on to funded services will generally be the higher cost care

packages. The trend is averaging out at around £1,084. The full year trend for 2011/12 is shown in *Chart 2* below.

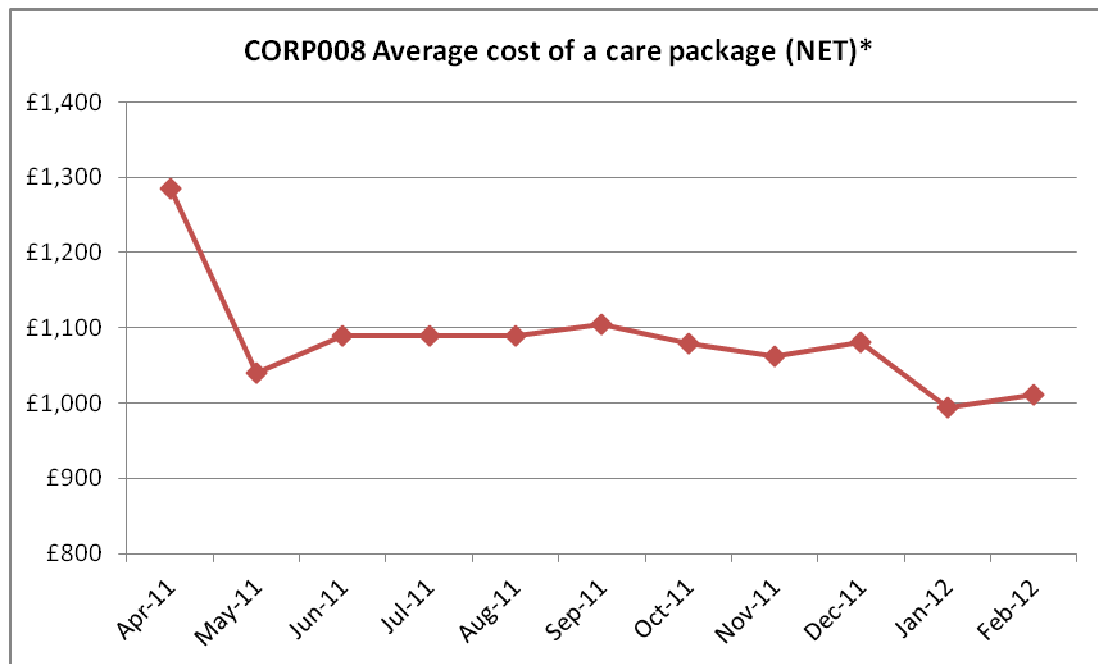


Chart 2

CORP011 is averaging out at around 24%. The strict application of FACS eligibility criteria (i.e. Critical & Substantial) at front line has resulted in more people being signposted from services and, as a result, those service users referred into the teams are more likely to require a funded care package following assessment. The full year trend for 2011/12 is shown in *Chart 3* below.

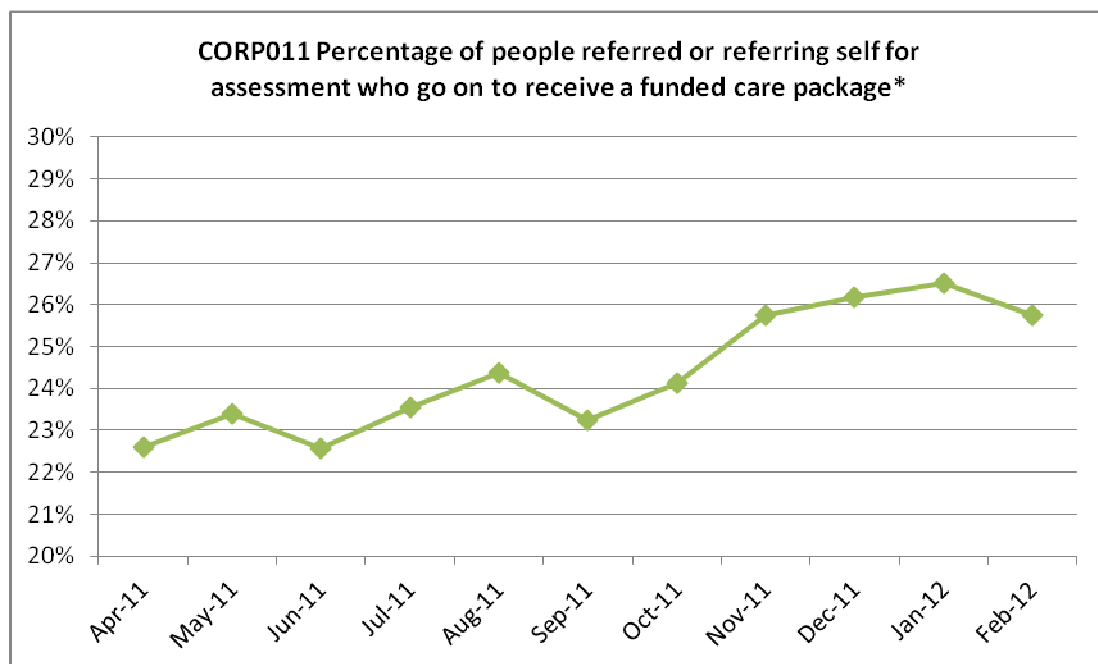


Chart 3

Residential and Nursing Care	<i>Outturn 2010/11</i>	<i>Feb 2012</i>	<i>Target</i>
MLI-L001 Total Number of Permanent Residential and Nursing Admissions	562	433	551 2% reduction
Total Number of Permanent Residential Admissions	265	217	260 2% reduction
Total Number of Permanent Nursing Admissions	297	216	291 2% reduction
ASCOF 2A Total Number of Permanent Residential and Nursing Admissions - per 1000 population	1.90%	1.50%	

3.0 Recommendation

That the Adult Social Care Scrutiny Committee receive the report and note the improvements in activity and performance to date.

Gary Cummings
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CHESHIRE EAST COUNCIL

REPORT TO: Adult Social Care Scrutiny Committee

Date of Meeting: 15th March 2012
Report of: Jacqui Evans, Head of Individual Commissioning
Subject/Title: Up-date Report on the Review of Adult Services Transport
Portfolio Holder: Cllr R Domleo

1.0 Report Summary

- 1.1 14th March 2011 Cabinet approved Adult Services programme (set out below) to move away from Strategically Commissioned Adult Transport provision over the next two financial years (the majority being in 2011/12), recognising that there may be a need to retain a small element of strategically commissioned transport for those individuals who cannot be supported to travel through alternative transport options. Cabinet and Cllr Domleo (Adult Services Portfolio holder) requested a phased approach to the transport strategy, to provide proof of concept with viable market alternatives prior to moving across the Borough with the roll out of the review.
- 1.2 This report provides an update for Adult Social Care Scrutiny Committee on progress to date.
- 1.3 Phased Timeline for Adult Services Transport Review. The Transport Review is engaged with the review of Day and Respite Services to ensure transport is integral to any changes. As such the Transport Review Programme has been flexible in its progress across the Borough and was delayed in getting started (see 4.3).

LILT Area	Timeline	Reason
Crewe/Nantwich	April - June 2011 COMPLETE	Greatest amount of transportation, densely populated and greatest opportunity for market development.
Macclesfield	July - Sept 2011 UNDERWAY	Developing the Northern area as above.
Congleton	Oct - Dec 2011 UNDERWAY	Smaller, more disperse client group Often travelling greater distance. Aligned To Social Care Redesign 2 programme.
Wilmslow	Jan - March 2012 UNDERWAY	An area where the transport market needs Greatest development.
RURAL Areas	2012 onward	Looking at cross boundary partnerships And further developing voluntary services.
Complex Needs	2011 onward	Recognising that there may be some People, exceptionally who cannot move from a strategically commissioned transport service.

Withdrawal of Strategically Commissioned Transport	By March 2013	In all but very exceptional cases.
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2.0 Decision Requested

- 2.1 To note progress on implementing the transport review

3.0 Background and Options

- 3.1 Adult Services are required to make gross savings over 2 years of £1.3m which is the total Adult Services transport budget, (£500k met through client charges and £800k from service withdrawal to alternative transport options). The Council's MTFS contains a reduction to the Adults transport budget of £800k in 2011/12 with any savings over and above this being reinvested in 3 areas: concessionary travel options, anticipated growth in personal budget as people require social care funds to meet their transport eligible need and developing transport support coordinator role.
- 3.2 Savings for 2011/12 are currently projected to be around £300k with an additional projected income of £100k through increased client charges for commissioned transport this financial year. (a shortfall in the current year of £400k) It is envisaged that the majority of commissioned transport will be removed by the end of the financial year 2012/13 with the additional £900k target savings being realised at that time. There may be a few commissioned transport arrangements with private taxi firms that will take a little longer to finalise and remaining savings are expected to be realised early in 2012/13.. This is subject to Children's Services also moving away from the use of the Council's fleet vehicles by the end of the financial year 2011/12.
- 3.3 Adult Services agreed to transfer £50k 2011/12 into concessionary travel to enable customers and companions to make better use of the public transport network. The review has demonstrated that there is no need for this investment and this £50k can be set against savings.
- 3.4 Adult Services started the review of transport with approximately 500 service users across the Borough accessing commissioned transport - this review began following the introduction of Adult Services Transport Policy in February 2010 when care managers commenced the process of reviewing the eligible need for commissioned transport. Approximately 100 ineligible transport customers were supported to find alternatives before the Adult Services Transport review started, some had suitable available transport options in place.
- 3.5 The dedicated Adult Services Transport review start date was delayed due to recruitment of appropriate staff to undertake individual client reviews which commenced in July 2011.

- 3.6 The review started with approximately 200 transport users in Crewe and Nantwich. This initial stage completed mid October 2011 apart from a small number of complex needs customers. Approximately 100 in Macclesfield and Wilmslow and approximately 90 in Congleton.
- 3.7 The transport review progressed to Wilmslow and Macclesfield during December 2011, January and February 2012 and started in Congleton in February 2012.
- 3.8 117 people have been reviewed to an alternative transport in these final areas and 54 remain with a commissioned service and of this number 43 remain with fleet transport services. It is expected that all remaining customers will have a personalised offer by the end of March 2012.
- 3.9 The current situation for these areas, is as follows by Day Service Centre:

KNUTSFORD AND WILMSLOW:

- **Stanley Centre, Knutsford.** 3 customers currently use fleet mini buses and have indicated that they wish to have a shared transport alternative. Another customer who has his own motability vehicle is also keen to join the shared transport option once this has been confirmed - Dial a Ride is an option.
- **Wilmslow Lifestyle Centre:** 3 customers are sharing a taxi - this remains a commissioned service until review.
- **Dean Row Centre, Handforth:** 3 customers are sharing a taxi - this remains a commissioned service until review.
- Summary: 3 Dial a Ride. 6 Shared Taxi.

MACCLESFIELD:

- **Lindow Centre, Macclesfield.** 12 customers have moved to Dial a Ride, 6 customers have moved to a shared taxi option which is currently commissioned by Cheshire East Council but who will move to a private arrangement as soon as possible and 1 customer remains on fleet.
- **Macclesfield Gardening Group:** 1 person remains on fleet transport pending review and 2 people have transferred to Dial a Ride service on an independent basis.
- **Mayfield Centre, Macclesfield:** 19 people have transferred to Dial a Ride service and 1 person's family have chosen to provide transport.
- **Peatfields, Macclesfield:** 6 people have transferred to Dial a Ride and 3 remain on fleet until review. Most of these customers are happy to transfer to a shared taxi option if necessary.

- **Macclefield Lifestyle Centre:** 1 customer remains with fleet until review and 1 customer has transferred to Dial a Ride with an option to access a taxi if needed.
- **Hollinsview, Macclesfield:** 6 customers transferred to Macclesfield Dial a Ride Service. These customers will require support to move to alternative transport very soon as Macclesfield Dial a Ride will not operate beyond March 2012. An alternative transport provider has been identified and work is underway to cost this for the customers on a private basis.
- 7 people in the Macclesfield and Wilmslow area have successfully received Independent Travel Training and now travel independently to and from their day services either cycling, walking or using buses.
- Summary: 46 Dial a Ride. 6 Shared Taxi. 7 Independent Travel Trained. 6 Fleet.

CONGLETON:

- **Carter House, Congleton.** 11 customers are interested in a shared transport option and would prefer Dial a Ride service. Crewe Dial a Ride are unable to extend their service due to funding cuts and work is underway to establish how this option can be delivered or alternatives sourced. 1 customer has a personal assistant to help with transport and 6 customers are yet to be reviewed.
 - **Congleton Lifestyle Centre:** 3 customers would like a shared transport option and preferably Dial a Ride if available.
 - **Mountview, Congleton:** 6 customers would like a shared transport option and preferably Dial a Ride if available.
 - **Salinae, Middlewich:** 15 customers would like a shared transport option - work is underway to find suitable transport options. 5 customers are yet to be reviewed.
 - Summary: 40 Fleet. 1 Personal Assistant.
- 3.10 At this point in the review 10 customers have received a personal budget to help them to meet their eligible transport costs. However, as rural areas and complex needs are reviewed over the next few weeks, the number of personal budgets to meet need is expected to increase.
- 3.11 The Transport review across the Borough has removed over 10 strategically commissioned fleet vehicles to date.
- 3.12 Crewe Dial a Ride has provided an excellent alternative to fleet transport for many people in Crewe and Nantwich, however the desire to expand across the Borough whilst keeping their costs competitive

and their service in Crewe sustainable is at risk due to funding pressures which may prevent them from extending. There is a need for Crewe Dial a Ride to increase vehicles and drivers/escorts which will be a large cost outlay and one they would need to recover from the paying customer. Adult Services are keen to ensure this provision remains viable in the Crewe and Nantwich area for the time being and the costs to the customer remain reasonable.

3.13 The Adult Services Transport review has now moved into it's final stages and it is planned to complete the full review as far as possible by March 2011. There may be some residual assessments to complete in the first few months of 2012/13.

3.14 As Children's Services tender for transport provision to replace their use of fleet, the plan would be for any spare capacity within these commissioned vehicles to be taken by Adult Services on a customer "pay as you go" basis or as an emergency commissioned service. Should there be a need to move customers from Dial a Ride an alternative provision is likely to be available from September 2012.

4. Savings Summary

4.1 A budget policy proposal for transport was originally put forwards for the 2010/11 budget setting process, covering the 2010 - 13 business planning process.

- The original proposal was to enable adults requiring day services to access mainstream transport through fair application of transport assessment guidance and skill development approaches.
- The original proposal submitted savings of £170k for 2010/11 and £500k for 2012/13. The 2012/13 savings were increased to £800k in the 2012/13 budget setting process due to a further £300k saving being linked to the transport challenge work.

4.2 The table below provides a summary of the transport budget position.

Transport SLA Information

Year	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
Budget	1,637,222	1,467,221	667,000	1,167,000	667,000
Costs	1,790,134	1,577,507	1,232,962		
Variance	152,912	110,286	565,962		
Budget Savings		-170,001	-800,221	500,000	-500,000

4.3 The transport savings whilst removed from the base budget at the start of the year, have not been delivered fully in year because of the following:

- Request by portfolio holder to take a phased approach and provide 'proof of concept' before progressing more widely with the transport strategy.
- Timing of consultation events
- Ability to decommission services quickly
- Conducting all the relevant client reviews
- Adequate alternative options for clients.

For example, whilst the work was undertaken to deliver the 2010/11 savings during the year, these were not fully realised until 2011/12. However, the additional savings in 2011/12 have also been delayed.

4.4 There is an integral link between the transport service level agreement for Adults and Childrens, with the decommissioning of the Adults transport fleet highlighting the true cost of delivering the Childrens transport service.

4.5 The reason for the £500k growth budget in 2012/13 is to fund one off additional costs linked with the reduction of the CEC transport provision, however the true cost is likely to be significantly less.

4.6 Whilst there is a base budget of £667,000 remaining for transport, it should be recognised that once the transport provision is reduced the income budget which accounts for customers contributions to Cheshire East Council for their commissioned transport services (which is currently £200k per annum) will also be removed. This will then leave a net budget of £467,000.

4.7 The Adults service have been involved in a number of initiatives to deliver the transport savings including:

- Consultation events with key stakeholders, including service users and carers
- Reducing subsidies on transport charging
- Reviewing transport clients

- Adjusting personal budget to include a transport element only if necessary, to meet statutory responsibilities.
- Directing clients to community based transport schemes
- Training and supporting service users to travel independently
- Developing the transport market

- 4.8 From an Adults perspective, we believe the ongoing net budget of £467k is more than sufficient to meet the individual transport needs of customers via their Personal Budgets, leaving a small element for the purposes of occasional urgent /one off transport commissions being necessary. Our usage of fleet is on track to end from 31st March 2012.
- 4.9 Moving forward Adult Services intend to seek feedback on customer's transport arrangements through day service feedback and through survey. Adult Services and will continue to work closely with Places Directorate and Childrens Services as new transport operators come into the market so that maximum choice is available to meet current and future needs.
- 4.10 Adult Services Transport Policy will be reviewed and re-issued early 2012/13 to Individual Commissioning staff to ensure consistent application and appropriate assessment of individual customer need.

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