

## Medium Term Revenue Plan Proposal - Business Case

<b>Service Area</b>	Adult & Community Services
<b>Unique Reference Number</b>	ACS181903
<b>Proposal Title</b>	Review of the Domiciliary Care Service
<b>Version</b>	20 <sup>th</sup> December 2017
<b>Proposal Summary Description</b>	This proposal outlines the opportunity to reduce cost by moving the domiciliary care service used in four Linc Cymru Extracare schemes to a new provider.
<b>Impact on Performance</b>	<p>This business case supports Improvement Plan priorities, Newport a Caring City – supporting independent living for older people and ensuring that people have the right social services.</p> <p>The service will be focussed on the outcomes model required by Social Services and Wellbeing Act.</p>
<b>Impact on FTE Count</b>	The number of staff affected 57.22 FTE (TUPE)
<b>Impact on other Service Areas</b>	Strategic housing – Linc Cymru is the landlord for the Extracare scheme .
<b>Impact on Citizens</b>	A new domiciliary care provider will be contracted. TUPE will ensure the staff team remains consistent which will be important for tenants and the on-site Linc team.
<b>Delegated Decision (Head of Service/Cabinet Member/ Cabinet)</b>	Cabinet Member
<b>Activity Codes</b>	SOC1 Homecare and extra care

<b>Recurring Net Savings (£000's)</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
	150	150		

<b>One off Implementation Costs (- £000's)</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
<b>Revenue – Redundancy/Pension</b>				
<b>Revenue – External consultants</b>				
<b>Revenue – Other</b>				
<b>Capital – Building related</b>				
<b>Capital – Other</b>				
<b>Implementation Cost - Total</b>				

<b>Current Position</b>
<p>The council's domiciliary care service has been subject to a number of changes since 2013 in order to reduce cost and make savings. Specifically for the Extracare schemes, in 2013 changes were made to the deployment of staff; in 2014 consideration was given to outsourcing the service but with uncertainty over living wage and domiciliary care framework this was not pursued and savings were</p>

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achieved through a wider re-structure. In 2016/17 further changes are being undertaken initially to night-time staffing within Extracare, with more significant restructuring being undertaken of the whole service which will create specific and separate frailty and Extracare services.

The service is registered and regulated by Care and Social Services Inspectorate Wales (CSSiW) and there are 57.22 FTE employees in Extracare, the majority of who are as carers. The Extracare service is provided 365 days a year, with the majority of staff working between 7am to 10.30pm with two staff (one waking and one back-up sleeper) providing support each night, allowing tenants to continue to live independently in their own homes.

A three year partnership agreement, signed June 2015 between the council and Linc for the Extracare schemes requires that Linc is consulted on any proposed changes. A costings exercise has demonstrated that an outsourced model would save the council £300k per year. The timing of the process of contracting out means that in 2018/19, half year savings would be achieved.

The cost of re-provision, £1.3m, would transfer to the community care budget to cover the cost of commissioning a contract with a provider to deliver the service.

### **Key Objectives and Scope**

To reduce the costs of providing the domiciliary care service within the Extracare schemes by outsourcing the in-house service to a new single provider. This business case considers the service provided in Extracare, not the service that forms part of the Gwent frailty service.

### **Options considered**

**Option one:** The option of outsourcing the domiciliary care service has been considered previously by the council, most recently in the 2017/18 budget.

The proposal to move to an external provider would ensure consistency of staff supporting the tenants, at a lower cost to the council. It is likely that the process of procuring a contract will take six months. The restrictions of TUPE may impact on the ability to source an external provider but there have been similar arrangements made in other local authorities. .

**Option two:** maintain the Extracare service in-house.

### **Recommended Proposal/Option**

Option one: to begin the process of securing an external provider during 2017/18 to start in October 2018.

### **Required Investment**

Staff support

### **High Level Milestones and Timescales**

- December 2017, start engagement with Linc and residents
- Consultation with key stakeholders from December 2017 when the MTRP proposals are published.
- February 2018 Cabinet/Council approval, subject to consultation.
- March 2018, formal notice of change given to Linc and residents
- April 2018 commence process for securing external domiciliary care provider
- October 2018, new contract starts

### **Key Risks/issues**

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Risk	
The costs of TUPE may impact on our ability to secure an external partner	
Change of care provider for tenants	
Capacity of the commissioning and procurement teams to support process	
Projected costs/savings are based on current unit costs and hours of care delivered may not reflect the cost of contract in two years time.	
<b>Specific linkage with Future generation act requirements</b>	
Future Generations Act 2014 requires that the council makes the right services available at the right time. A commissioning approach, rather than in-house service allows greater flexibility around services for individuals.	
<b>Impact Assessment</b>	
Yes – a FEIA will be completed once we fully understand details of the transfer arrangements	