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PRESENTATIONS

Committee COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

**Date and Time
of Meeting** WEDNESDAY, 6 NOVEMBER 2019, 4.30 PM

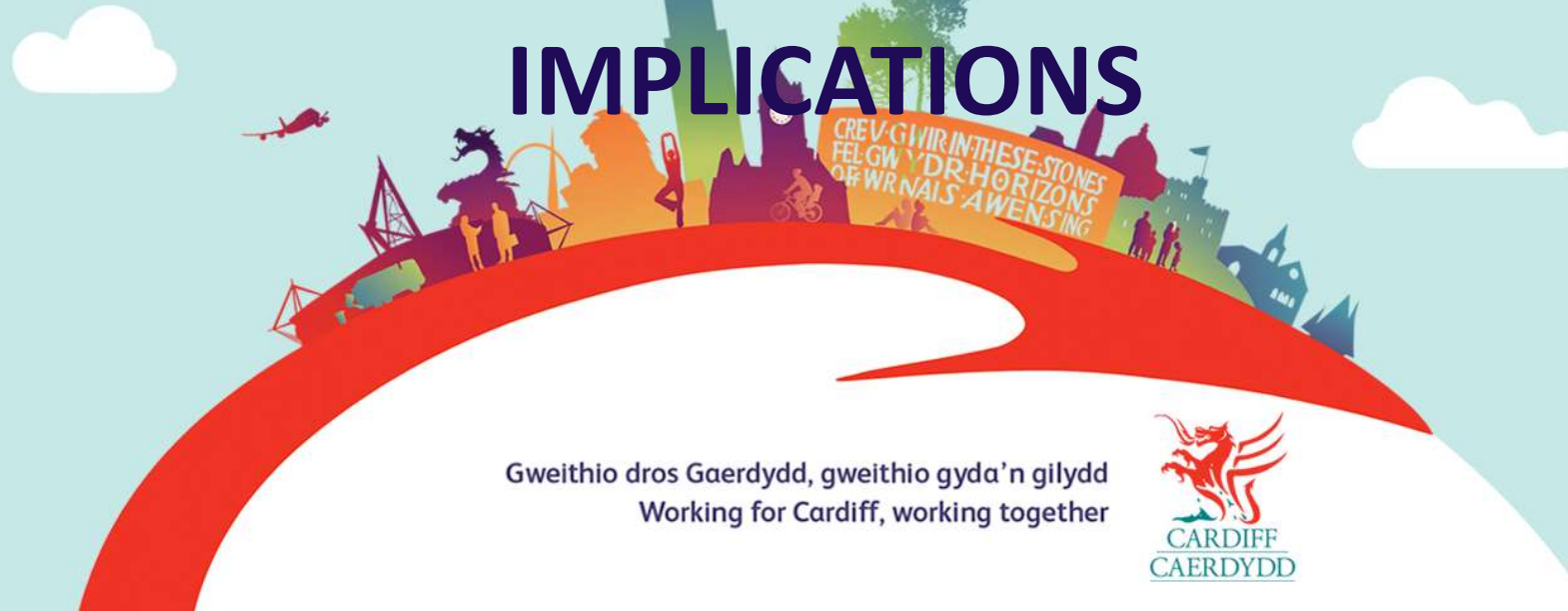
Please see attached the Presentation(s) provided at the Committee Meeting

12 **Presentations** *(Pages 3 - 40)*

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FEE UPLIFT FOR OLDER PEOPLE RESIDENTIAL & NURSING HOMES – COST OF CARE EXERCISE & IMPLICATIONS



Gweithio dros Gaerdydd, gweithio gyda'n gilydd
Working for Cardiff, working together



AREAS TO COVER

- **Background**
 - How we commission residential & nursing home placements for older people.
 - Annual uplift process
- **Cost of Care Exercise**
 - Methodology
 - Outcome
- **Implications for Fee Uplift for 2019/20**
- **Future Years**
 - Fee Setting Strategy



BACKGROUND (1)

How we commission residential & nursing home placements for older people.

- Cardiff does not publish or apply a standard price for a commissioned residential or nursing home placement for older people.
- It operates a Dynamic Purchasing System (DPS) – new packages are put out to tender on a web-based system and care providers submit a price for the delivery of the package.
- The DPS was intended to give providers flexibility and control over the prices they submit whilst the element of competition was expected to assist in controlling costs.
- An outcome of the approach has been a large variance between the rates paid for similar types of care. For example, we have experienced increasingly higher weekly rates, particularly for nursing care, some in excess of £1500/wk leading to significant budget pressures for the Directorate.



BACKGROUND (2)

Annual Uplift

- Historically an annual uplift has been applied to all care home placements funded by the Council.
- Prior to the introduction of the NLW this would generally take the form of a % increase applied across all packages.
- Following the introduction of the NLW, uplifts were weighted towards those packages submitted prior to its introduction, the assumption being that packages commissioned after the introduction would take account of the NLW in the prices submitted via the DPS.
- In 2018/19, a modified approach was initially taken which further targeted uplifts to certain packages.
- However, a pre-judicial review challenge was received on behalf of providers, alleging the basis that the Council had not adequately consulted on its fee setting process and therefore had acted outside of the Welsh Government Statutory Guidance.
- The decision was withdrawn and a revised offer was made with a commitment that the Council review its fee setting approach as part of a further consultation with providers.
- It made a commitment to undertaking a Cost of Care exercise to inform future decision –making.



Cost of Care Exercise (1)

Methodology

- The Council commissioned a consultant who had undertaken similar work with a number of other Welsh LAs to determine a “usual (or “standard”) cost of care for older people residential and nursing packages in Cardiff.
- 19 care homes participated in the exercise - they fell into the following categories:
 - General Residential
 - Dementia Residential
 - General Nursing
 - Nursing Dementia
- The exercise involved the following stages:
 - Questionnaire sent out to all providers of care homes for older people seeking detailed information about their annual costs
 - individual interviews with participants to validate the information they provided on the questionnaires
 - Workshops with Senior Officers (including a “Judgement Day” exercise)
 - The information from providers considered as part of the exercise included:
 - Operating model
 - Movement if any, in working practise from 2018 to 2019
 - Current staffing levels,
 - Challenges posed by movements on staffing levels if any,
 - Establishment and financial overheads,
 - Capital employed e.g. loan or rental arrangements
 - Positions taken in relation to quality



Cost of Care Exercise (2) Outcome

- The outcome was the production of a “usual cost of care” for each category:

	Standard Rate Per Week (as per cost of care exercise) £	Current Average £	Current Median £
• Older People residential	708.60	689.08	650.00
• Dementia residential	761.19	676.64	629.00
• Older People nursing	702.04	861.11	800.33
• Dementia nursing	755.79	924.04	925.00

NB: all nursing figures are net of FNC.



Implications for Fee Uplift for 2019/20

- An exercise was subsequently undertaken to estimate the potential cost of lifting contract prices below the implied “usual” rate, up to the relevant level (assuming those above will not be reduced).
- The additional cost is estimated as **£1.5m**
- A notional sum of **c£600k** (equivalent to a CPI increase on the **£29m** overall spend in this area) has been allowed for in the projections.
- It is recommended that a phased approach be adopted to reflect the cost of care exercise in Cardiff’s fee levels. Statutory guidance allows LAs to take into account resources available in agreeing a care home fee. For 2019/20 it is recommended that the £600k set aside for fee uplifts be utilised to increase those packages below the suggested standard rates with similar weighted increased in future years.
- The recommended fee uplift for **2019/20** for care homes for older people is therefore: An increase of **£40/wk** to all packages below the usual cost of care rate and a **£10/wk** increase to those within **£100** (over) the implied rate. No uplift would be given on those placements more than £100 above the usual cost of care.
- It is assumed that packages just below the cost of care rate would only receive an increase to take them up to the agreed rate (i.e. not the full £40/wk increase).



Future Years

- A Fee Setting Strategy for care homes for older people details the approach that seeks to move to a published / standard price of care in line with the “usual cost” implied by the Cost of Care Exercise.
- It sets out how the Council will seek to adopt a phased approach to uplift fees that fall below the usual cost over a period of 3 years.
- It also seeks to address the future staffing costs impacted by the NLW. The standard rate is therefore likely to increase annually by a level in excess of CPI (e.g. 3.4% as opposed to 2%).
- This means that there will be a potential additional commitment of **c£350-£400k** per year over and above the typical budget allocation for fee uplifts.
- The impact is expected to be affected by a policy adopted in relation to new care packages (e.g. if future fees are restricted to standard / usual levels).



By virtue of paragraph(s) 14, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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“PREVENTING YOUNG PEOPLE’S INVOLVEMENT IN DRUG DEALING” JOINT SCRUTINY INQUIRY

Further response

Community & Adult Services Scrutiny Committee

Wednesday 6 November 2019



Committee Recommendations

(R1,R2) Improve community engagement and consultation

- Butetown “Area Based Working” pilot reviewed

Outcomes:

- Pilot has been extended to Splott & Tremorfa
- Area based engagement approach agreed - centred around the city’s hubs, asset based and two-way dialogue facilitated by community based coordinators
- Localised mechanism for two way dialogue to be developed as part of Butetown pilot. Trialling and expanding to other parts of the city to then be considered.
- South Wales Police “Problem Solving Groups” and Quality of Life meetings re-established to streamline partnership working and identify/resolve local issues.



Committee Recommendations

(R3, R4) Facilitate volunteering and use of community facilities outside of normal hours

- Appeals to be launched for role models to help facilitate employability and aspirational sessions and volunteers to develop/run new Scout groups in Butetown.
- A focus will be placed on facilitating more direct engagement between community based staff and local young people through identifying the volunteering opportunities and activities they would wish to be involved with.
- Several Hubs already offer community groups the opportunity to use the facilities on an out of hours / weekend basis. Examples of work with young people include:
 - The Street Safe Project (St Mellons and Powerhouse)
 - Crimes and Consequences, Fire Service (St Mellons and Powerhouse)
 - Parents workshop on awareness of drugs, gangs, grooming (Butetown, Star and Grangetown)
 - Ministry of Life youth session (Llandaff North Hub)
 - Regular school holiday activities (Ely and Caerau)
 - Football and other diversionary activities across a number of hubs to tackle anti-social behaviour



Committee Recommendation

(R5) Review where drug related services are located. Commit to thorough community engagement in any proposed new locations.

In recognition of the concerns highlighted by the Inquiry:

- The Community Safety Partnership (CSP) will continue to monitor potential links between drug related services and community issues
- The CSP has established the Single Persons & Vulnerabilities Board chaired by Cllr Thorne. This will tackle a range of issues including the community impact of services such as the needle syringe programme (NSP)

Cardiff & Vale Area Planning Board (APB) are progressing the recommissioning process for regional substance misuse services. Representatives from the APB sit on the Community Safety Delivery Board.



Committee Recommendation

(R6) Review youth service provision giving consideration to more flexible provision and a more sessional based approach available outside of school hours/in school holidays - the important role played by youth services in preventing young people's involvement with drugs to be factored into future funding decisions.

- As per the original response, the Youth Service in Cardiff has a mixture of targeted support within schools and communities as well as an open access offer within our communities.
- Furthermore, the majority of core funding for the Youth Service in Cardiff is directed to community based open access provision.
- Targeted support provision is almost exclusively funded by external grants, and continues to support open access provision for young people to complement the directly delivered provision which continues to be offered through a reduced number of Council run venues, including Hubs.



Committee Recommendations

(R7) Review all “safeguarding” workstreams across the city with a view to developing a model for intervention and prevention for young people vulnerable to drug-related crime.

- CSP and Safeguarding Boards are working to join up workstreams. Details to emerge over coming months.
- Children Services audit highlighted some gaps in arrangements and the need for an improved joined up approach to information sharing.
- “Problem profiling” exercise commissioned to understand the complex issues/ circumstances that would lead a person to end up in the criminal justice system.
- Project led by Safeguarding to look specifically at “contextual safeguarding” will be play a key part in the work around drug dealing in communities.



Committee Recommendation

(R8) The Council and partners develop a “Well-being Strategy” for young people based on the strengths based approach, and using initiatives such as “Goodies in Hoodies”.

Into Work Service

- Youth Employment Mentors within Into Work Advice Service are supporting young people aged 16-24 to get into work.
- The service can help young people ready to reduce or stop taking drugs so that they can gain work or start training for a career
- Most young people find the support given is a catalyst to reducing drug use and it no longer being their motivation. They appreciate the intensive support and significant funding received. Having someone invest in them gives them the motivation to ‘invest in themselves’.
- See R4 for examples of other young people initiatives across the city’s hubs.



Committee Recommendation

(R9) Review current arrangements for young people who find themselves excluded from school or on reduced timetables.

- As per the original response, the concerns expressed are recognised and are set out in the Schools Annual Performance Report considered by Cabinet and CYP Scrutiny Committee January 2019.
- The work is part of the Education Other Than At School delivery plan which looks to improve practice in relation to pupil placement and commissioned provision, reduce the risk of disengagement and improve the curriculum offer.
- Targets have been set to address these issues and progress is reported to the Children & YP Scrutiny Committee



Committee Recommendation

(R10) Develop and implement a city-wide strategy to tackle drug-related crime highlighting the dangers posed by “County Lines”. The strategy should include a hard hitting communications campaign.

(R15) Develop a coordinated Communications Plan including mechanisms for large scale campaigns and more targeted awareness raising/training.

(R16) A programme of campaigns for children and young people to be developed by young people and current providers.

- ‘County Lines and Exploitation of the Vulnerable’ - one of four key priorities for the CSP for 2019/20.
- CSP is undertaking a mapping exercise of boards, networks and groups to align and streamline these groups and ensure the right governance structures are in place.
- Violence Reduction Unit (VRU) recently established for South Wales. Responsible for bringing partners together to understand the root causes of violent crime and developing a coordinated response.
- Communication and awareness raising options will be considered as part of the work of this CSP priority, based on good practice already in place and campaigns adopted elsewhere.



Committee Recommendation

(R11) Ensure relevant third sector organisations are invited to operational meetings. All parties should be encouraged to promote each other's services and campaigns to give residents clearer points of contact for reporting incidents of drug-related crime.

- The third sector is on the Community Safety Delivery Board, involved in the Area Based Working Groups in Butetown and Splott/Tremorfa and will play a crucial role in the work of the CSP's priority Task & Finish Groups, including the "County Lines and Exploitation" Group.
- Launch of Community Safety Network. Partners will come together including the third sector to share service updates; campaigns; key messages; best practice; information sharing; and training and funding opportunities.



Committee Recommendation

R12. Develop and implement a system of community based operational meetings to to share local data and intelligence in order identify hotspots, problem areas and shared solutions.

- Area Based Working Groups in Butetown and Splott/Tremorfa - opportunity to share data and intelligence
- “Off road biking” group established to look at the ongoing issues in relation to scrambler bikes, quads etc.
- The Problem Profiling exercise highlighted in R7 will require all partners to share and discuss individuals in the criminal justice system in order to track their story and identify vulnerabilities and interventions.
- Further developments along the lines of the CSE PING meetings will form part of the ongoing developments around safeguarding as highlighted in R7.



Committee Recommendation

(R13) Adopt a similar model used by other work areas (such as CSE) to to assess and address an individual's needs – including issues raised in recommendations 7 (safeguarding) and 9 (exclusion from school). Links should be made with early help and the young person's gateway.

- Criminal exploitation as well as Child Sexual Exploitation are already subject to the same processes and procedures in regard to safeguarding. Work in this area continues to develop via the exploitation strategy and wider work taking place, as highlighted in R7 above.



Committee Recommendation

(R14) Cabinet ensures that plans for a city-wide youth survey to ascertain attitudes to drugs and drug related crime are fully supported by Cardiff Council and that meaningful results are eventually achieved.

- It is recognised that engagement needs to include more focused attempts to converse with young people who have experiences of drug dealing and criminal exploitation, or are currently being exploited.
- Cardiff's annual 'Make Your Mark' ballot:
 - This year engaged over 5000 young people (3267 from Cardiff secondary schools).
 - Ensuring this ballot reaches as many young people as possible would greatly increase our understanding of the issues facing young people and variations of need within communities.
- School Health Research Network's Wales wide biennial survey - pupils contact with drugs as well as wider issues relating to the well-being of young people.
- Further survey and engagement with young people will be valuable in informing future service provision.



Committee Recommendations



R15 and 16 addressed under R10



Committee Recommendations



(R18) Explore enforcement routes for tackling anti-social behaviour associated with drug dealing and problematic drug use to strengthen current arrangements and ease pressure on the Police. This could include a local, hybrid version of the use of Public Spaces Protection Orders.

- A range of options regarding enforcement routes is still being explored across the CSP.



Committee Recommendations

R19. The Council and partners link with relevant third sector providers to address the issue of “County Lines” activity in the City and links to other drug-related crime, such as knife crime. This should form part of both the strategic and operational elements of work going forward.

- As already stated in R10, work around County Lines and Exploitation of the Vulnerable is developing. Critical to the work of this Group will be making links with other related crime, including knife crime.
- R4 details the ongoing work between the third sector, young people, and the council in the city’s hubs.

