

Shropshire Council – Adult Social Care Efficiency Programme

Shropshire has developed the People2 People service, a social enterprise which operates the 'front door' for adult social care offering people community-based solutions to meet their needs. This has contributed to savings of £11.6 million in adult social care.

Shropshire joined the programme with an original focus on demand management in adult social care.

The gross spend in Shropshire on Adult Social Care over the last three years has been:

2011/12 2012/13 2013/14

£93.514 million £96.590 million £97.300 million

Shropshire has had a small growth in its Adult Social Care gross budgets over the last three years but they have still needed to make substantial savings in order to achieve a balanced budget (the budget was under some pressure in 2011/12). They anticipate further challenges to balance the budget over the next three years – with a current target of a further £24 million of savings to be delivered. Shropshire have one of the most comprehensive lists of areas in which savings have been delivered even in some case the amount saved is only £10,000.

Shropshire faces a number of challenges with a high number of residential care homes located in the county (for all client groups) and at least 40 per cent of those in these homes are self-funders. There is anxiety in the county about the new Care Bill and the impact of the changes in the revised capital thresholds on these individuals. The county council has stated that in future it will be a 'commissioning council' rather than making any provision of their own. They have been divesting themselves of provision over the last three years.

Savings that have been delivered in Adult Social Care in Shropshire:

- tighten eligibility criteria to substantial needs only (balanced by People 2People service)
- establish a new social enterprise – "People2people" (see case study)
- reduction of costs in placements (including use of Care Funding Calculator)
- reduction in admission to residential care
- development of social enterprises
- agreeing 'Ordinary Residence' with other authorities
- review day care for all client groups
- reduce staffing, management and administration
- amalgamate teams
- implement electronic homecare monitoring
- review of voluntary sector contracts
- base Budget Review
- use uncommitted grants monies in base budget
- manage demographic pressures in older people's services
- remove essential user car allowances
- remove professional subscriptions
- increase income from charging
- review of all contracts including previous PFI agreement and services transferred from PCT in Learning Disability and cease some low level grant funding
- undertake Direct Payment audit to claim back over payments

- use of telecare for existing service users (to reduce costs)
- manage demand from transitions in a new approach
- review Continuing Health Care
- review high cost placements
- redesign Emergency Duty Team
- review of client property and appointeeships
- review Sensory Impairment Service
- review Continuing Health Care funding
- create more capacity in reablement service for older people with consequential benefits
- transport efficiencies
- review in-house provision of residential care
- reduce spend on agency staff
- re-tender community alarm service.

These actions have produced £5.856 million of savings in 2011/12; £4.293 million in 2012/13; and £1.5 million in 2013/14. A total of £11.649 million of savings – or 12 per cent of the ASC budget.

One of the interesting features of the approach in Shropshire has been the development of the People2 People service – a social enterprise based in the community and run by the local community which operates the ‘front door’ for adult social care offering people community-based solutions to meet their needs. This is written up as a case study in the report. It has saved £800,000 in the first year before the impact of using community capacity is examined. The project is currently being reviewed by The University of Bristol as part of the DH Project to look at alternative models of running social work services.

Shropshire have identified that Adult Social Care will be expected to find an additional £24 million of savings (doubling what has already been achieved over the last three years). Their acute services are already challenged in relation to demand from both the county and from neighbouring Powys (Wales) where there is no acute hospital, and with a Community Provider services that are not financially viable in the longer term. There is some hope in Shropshire that the Better Care Fund can assist with their challenges but it will require a significant change in the way in which acute services operate.

For more information please contact:

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Extract taken from:

Adult Social Care Efficiency Programme Final Report: Annex:

<http://www.local.gov.uk/documents/10180/11779/Adult+Social+Care+Efficiency+Programme+Final+Report+-+Annex+2014/7952391e-a043-4f16-bebd-644780d1eb77>

ASCE programme website: http://www.local.gov.uk/productivity/-/journal_content/56/10180/3371097?_56_INSTANCE_0000_templateId=ARTICLE