

By: Oliver Mills, Managing Director, Kent Adult Social Services

To: Adult Social Services Policy Overview Committee –
29 January 2008

Subject: **DAY SERVICES FOR ADULTS WITH A LEARNING
DISABILITY, VALUE FOR MONEY REVIEW**

Classification: Unrestricted

Summary: This report:

1. Informs Members of the Value for Money Review on Day services for adults with a learning disability
 2. Informs Members of progress of VFM Report through Cabinet and Audit and Scrutiny
 3. Provides detail of the key findings of the Value for Money Review
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Introduction

1. (1) The overall objective of the review was to consider whether value for money is being provided in all Day Services for Adults with Learning Disabilities commissioned by Kent Adult Social Services, and to make recommendations where value for money can be improved. The review was conducted in 3 Stages:

Stage 1 - design the data collection templates to gather information about the service users

Stage 2 - benchmark and compare with family group of comparator authorities

Stage 3 - analyse information from stages 1 and 2, and make recommendations where value for money could be improved within the service

Stage 4 - create and implement action plan

(2) This review has taken place at a time when KASS are reviewing all service delivery and will therefore inform changes to service delivery and commissioning.

Progress of Report

2. (1) Following the publication of the Value for Money report in October 2008. The report, findings and Action plan have been approved through Cabinet, November 2007, and through Audit and Scrutiny, December 2007.

KASS will now ensure the action plan is carried forward as part of the Good Day Programme – Improving days for people with a learning disability in Kent. Lead responsibility for the programme rests with Margaret Howard – Director of Commissioning

and Provision (West Kent) and Dee Watson Business Change Manager (Good Day Programme).

Report Findings

3. (1) Price Waterhouse Coopers (PWC) wrote the report; it states *"The lack of reliable and readily available information makes an assessment of the value for money of the service very difficult. However, analysis of the information shows that in terms of cost Kent compares favourably to its IPF family group average."*

(2) Although information was not readily available KASS did provide good quality information for services across Kent. Good quality management information is essential to the smooth running of any service, and improvements are being made in this area.

(3) PWC's report indicates that the modernisation of learning disability day services follows good practice, some examples of these are: -

- more services being provided by the private and voluntary sector, as we shift the balance from in-house to external provision (67% and 33% respectively)
- the transition from block to call-off contracting with external providers
- in-house provision is changing in line with the new service models.

(4) Kent has a higher than average number of clients supported by the Council and the cost on a per client basis was below average for both 2004-5 and 2005-6.

(5) PWC say, *"We have not found significant evidence that value for money is not currently being secured. However, there are a number of areas where we believe there may be potential to reduce net expenditure:* These are summarised below and are explained in greater detail in the Executive Summary that is attached in Appendix 2.

- Income from clients is below average and could be increased.
- The variation in costs between the in-house units should be explored to determine whether the variation is valid.
- Kent could stop providing day care services to people with learning disabilities who have a 'moderate' level of need.
- Improvement could be made in the utilisation of in-house day care places.

(6) **Whilst these are valid points to raise, the first and third bullet points would require a policy decision and there are no proposals to change the existing policies with regard to charging or eligibility. The second and fourth bullet points need to be considered in light of the change programme which will deliver individualised services and will result in moving away from the larger congregate and segregate services. It would therefore be contraindicated to try and increase the numbers of people attending the current centres.**

Issues for consideration

4. (1) PWC identified a number of issues that they thought would need to be considered as Kent modernises its day services:

- Is there enough supply capacity within the external market to meet the increasing demands and can they deliver value for money services; and
- Future consultations should give parents and carers the feeling that KASS is “working with” rather than ‘doing to’ them and particular attention needs be paid to the forms of communications used to do this to make the process more inclusive.

Management Action Plan and KASS Responses

5. (1) In response to the Value for Money review KASS produced a report to update their SMT, which is attached for information in Appendix 1.

Seventeen management actions were identified as part of this review these together with responses from KASS can be found in Appendix 3

Recommendations

6. (1) Members are asked to NOTE
- (i) The Value for Money Review on day services for people with a learning disability
 - (ii) Progress of the Value for Money Report
 - (iii) The key findings of the Value for Money Review

Appendices

Appendix 1 – SMT paper August 07

Appendix 2 – PWC Value for Money Executive Summary

Appendix 3 – Original Action Plan

By	Margaret Howard, Director Provision and commissioning (West Kent) KASS
To	Strategic Management Team
Subject	Day services for people with learning disabilities Value for Money Report
Date	17 th August 2007
Classification	

Summary

The paper presents the findings of the Value for Money report undertaken on day services for adults with learning disabilities in Kent. It gives

1. a brief overview of findings,
2. notes issues,
3. current trends,
4. looks at the direct links to the modernisation of these services and
5. details the proposed action plan.

1 Introduction

The Value for Money review has been conducted with the help of Price Waterhouse Cooper (who wrote the final report) on behalf of Kent County Council. The review process was overseen by a project board chaired by Margaret Howard (Direct West Kent Provision and Commissioning) on behalf of KASS, there was representation on the board from both East and West Commissioning, Value for Money Team (Resources Directorate), Contracting, Provision, Finance, Policy, Project Management and Joint Director for learning disabilities.

The objective of the review was to consider whether value for money is being provided throughout all day services for people with learning disabilities provided and commissioned by Kent Adult Social Services. The review also makes a number of possible recommendations where value for money could be improved. The executive summary, recommendations and the accompanying action and management response to the report are attached. (Append. 1,2 & 3)

It should be noted that although the process was at times difficult the completion of the review is seen by PWC as one of the more smooth VFM reviews undertaken with KCC. Thanks need to be extended to all in commissioning and provision involved in the provision of information and details to make the review possible.

2 *Context*

This Value for Money review forms part of the value for money review programme for Kent County Council. Once approved by SMT and our cabinet member has been

briefed (Aug 21st) the executive summary of the report and action plan is then presented at Cabinet Briefing by the Cabinet Member for Finance (Nick Chard) for approval.

This review has fallen at a positive time for these services and much of the data will inform elements of the Modernisation of Day Services currently in progress in KASS. A number of the recommendations made in the final PWC report are based on traditional day centre models that allow congregate services to be delivered with concomitant economies of scale. As the modernisation of KASS and day services for people with learning disabilities centres on individualisation of budgets and packages of support a number of PWC's recommendations run contra to the direction services are currently taking and are therefore addressed in that context.

3 *Brief Overview*

The review came to the overall conclusion that KASS provides good value for money in day services for adult with learning disabilities and that the modernisation of these services demonstrates good practice with services moving from block contracts towards more individualised packages of day care. Practice in contracting with external providers was also commended.

The review highlighted a number of recommendations to improve the value for money the services provide including

- improving data systems and access to information that can verify value for money
- questioning income levels including consideration of current charging for day services
- analysing the current use of day services by individuals in residential care to ensure elimination of possible double funding
- investigating changes to transport provision to provide possible means to improve service delivery
- creating a better understanding of overheads within in house services
- having a clear and defined understanding of cost differentials between a variety of service models (including staffing arrangements).

The review demonstrated that whilst Kent is significantly above average for gross cost both in-house and external this is due to the higher than average number of clients supported by the council.

The unit cost of day services commissioned and provided by KASS compare favourably with its IPF family group.

The VFM review gives a positive picture and recognises that change is taking place in Kent. The collection of data for this review has given KASS a much clearer map of all the day services that are currently active in Kent and has shown that the modernisation is in fact more advanced than previous work had detailed.

4 Issues

Residential care – In the VFM report a great deal of attention is given to possible double payment for people in residential care homes where there is a 24-hour contract and they use in house day services (32%). This issue was clearly addressed as part of the residential re-let 2002. Contracting departments ensured that where residential care providers were receiving day care from in house services that this was taken into account within the costing of the new contracts. The effect of withdrawal of the day service or levying a charge would be an increase in costs which, residential care providers, would pass back to KASS.

There may be a few examples of individuals with spot contracts that require further investigation or providers with call off contracts where their use of in-house has increased which need investigation but this will not be an area where we can achieve either major savings or revenue for new investment.

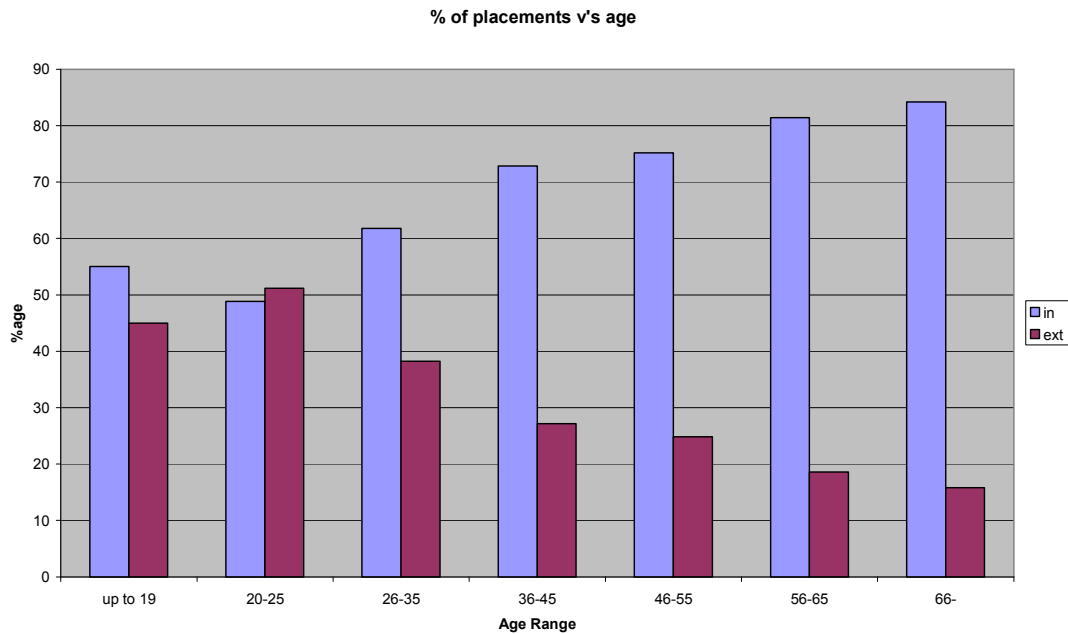
Charging – Kent is below average for income both from client contributions and income received through other routes i.e. joint funding arrangements. Charging for day services and transport is suggested as an area for investigation. This could generate significant revenue, if KASS introduced a charge of £13.00 per day (the review stated that 9 of the 10 LAs in the IPF group charged and the average charge was £13.38 pd) if 75% of people living with parents and carers were assumed as likely to be charged this would yield just over £1m per annum. Of the 5 L.A.'s where they retrieved data all were charging for transport at an average of £1.17 per journey with current usage a £1.00 per journey charge would realise in the region of £220K.

However as recently as 2005 Members voted that charging for day services and transport to day services would not take place. The imposition of charging may also have a significant impact on the modernisation of day services and that would also need to be taken into consideration.

Below target utilisation rate – the report makes reference to a high “no show” rate at many traditional services, which in turn identifies “Kent as currently spending money on services that are not being used”. If the data is taken at face value this is the case, however the report fails to take into account the nature of services, changes to service level agreement to reflect dependency or current modernisation in their analysis. It does however demonstrate that traditional day centres have a clear lack of flexibility in adapting provision to needs and demands. If we were to offer places beyond our capacity on the assumption of a 10% no show these could only be made available to people who could make their own travel arrangements and would need to be considered within the context of reducing occupancy with a view to re-provision.

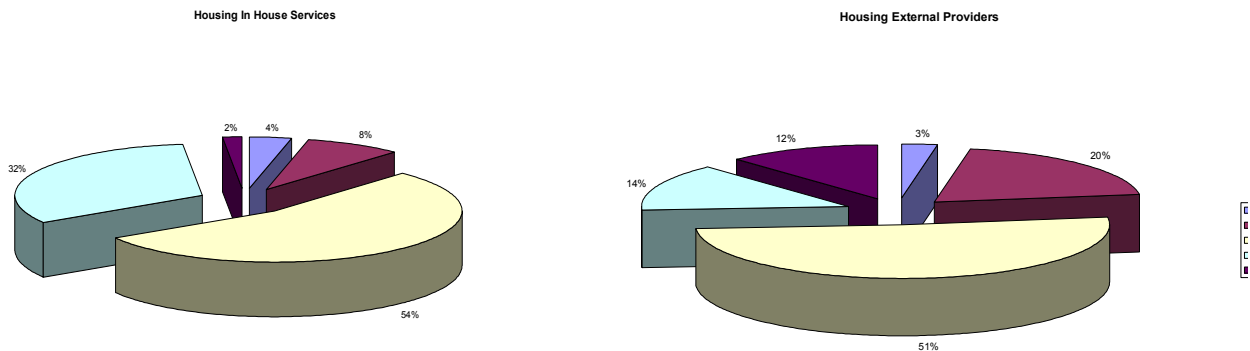
Property – The property portfolio of KASS in house services feature in the report and is seen as an area for possible improvement of value for money. However our modernisation plans are predicated on a move away from direct ownership, provision of buildings and dependence of bricks and mortar. Our capital is to be utilised to re-provide community based services and where possible to release revenue to modernise services. .

5 Trends



The form of services people with learning disabilities are accessing dependant on age

The above chart is based on percentages of individuals placed in “in house” or external services versus age ranges. There is a clear trend in new referrals away from in house services towards external providers. Those up to age 25 opting for 50% in house and external provision in stark contrast to those over 66 with a percentage split of 84% in house and 16% external provision.

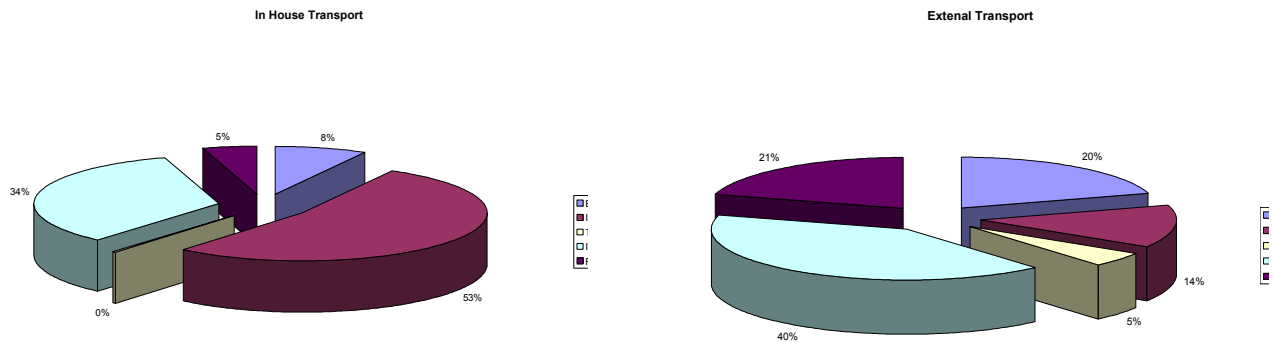


Where people who use services live

The above illustrates housing trends for in house and external provision.

- Just over 50% of people who use both sets of providers live at home with parents/carers.
- 32% of people who use in house provision are living in residential care compared to 14% of people using external providers.

- 35% of people who use external services live more independently compared to 14% using in house services.



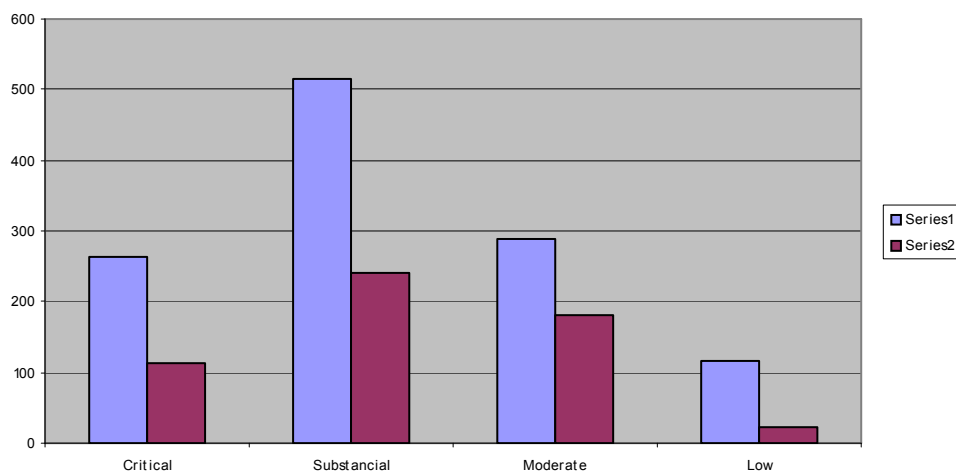
Transport to and from services

The transport analysis produced some very interesting information, with much higher numbers than expected travelling to and from day services independently (34% in house and 40% external). This does cover a broad range of travel but is much higher than was expected, it should also be noted that externally 20% of people were using public transport.

Data still indicates high area of spend on travel with extra costs being incurred by 8% of people who use in house services and 25% of those using external providers. A more in-depth piece of work with in house services also identified that over 350 journeys a week lasted over 1 hour 15 minutes with 96 lasting longer than 2 hours.

This highlights transport as a significant area for improvement with current provision both in house and externally.

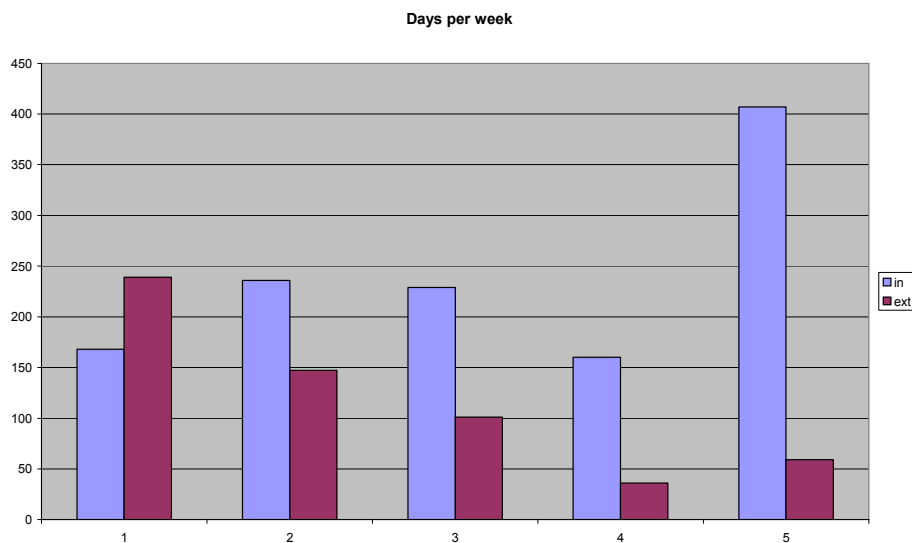
Eligibility Criteria



Range of eligibility criteria

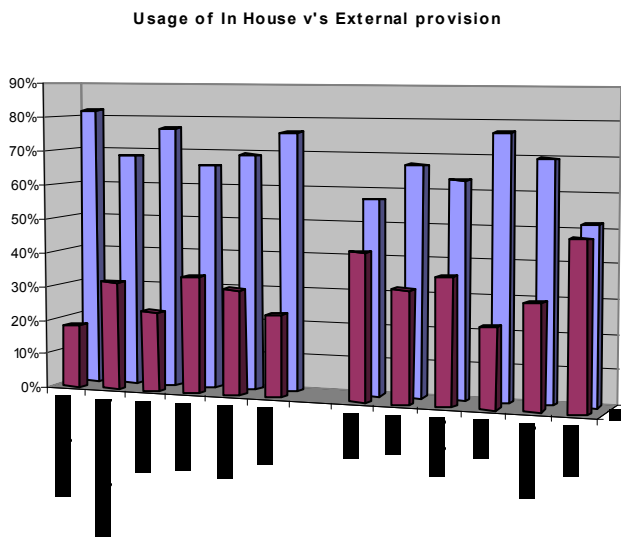
Both sets of providers had very similar break down of individuals in a full range of eligibility criteria with a breakdown of 22% critical, 43% substantial, 27% moderate and 8% low. On exploring reason behind high levels of both moderate and low criteria this is reported as occurring as a means of prevention of crisis as well as capturing a number of individuals who have a dual diagnosis (both a learning disability and a mental health

support need). However it should be noted that this does represent 35% of current provision that is a high proportion in comparison to other authorities.



Number of days a week individuals use services

There is a clear illustration that individuals using external providers are likely to receive a mixture of day services and not as likely to receive a 5-day a week package. The above chart clearly demonstrates a complete opposite approach with 34% of people using in house services receiving a 5 day a week service and only 14% a 1 day a week service. Compared to 10% of people using external providers receiving 5 days a week and 41% a 1 day a week service. Further work is needed to understand the full implications of this data.



Split between external and in house provision

The data produced new figures for the split in between provision, this has previously been measured as 80% in house and 20% external. The new data show that this has shifted to 67% in house and 33% external (based on individual placements) however there is a wide range of in this split across districts. (Tunbridge Wells - 82% in house and

18% external, Ashford 52% in house and 48% external)

5 Linkage to modernisation agenda

As noted throughout the VFM report and this report for SMT the review links and underpins proposals for the modernisation of services.

The analysis of trends is by no means all the conclusions that can be drawn from the data set but does indicate clearly the move towards greater diversity in the provision of services. It demonstrates

- Younger people (Up to 25) are more likely to be accessing external services than their older peers and therefore are likely to be accessing more personalised services,
- 33% of people are already accessing some services from external provision,
- Financial analysis demonstrates there has been a significant reduction in in-house budgets over recent years and increased expenditure on external,
- A person's level of need does not influence their route of referral to external or in house this is more likely to be influenced by where they live.
- There are currently over 75 external providers listed as providing day services. A number of these providers offer a range of day and residential services, the vast majority are dealing with less than 5 people and/or providing very specific services to reflect the diversity of the client group.
- External services, on the whole, seem to encourage greater independence with the data showing higher percentages of individuals using independent means of transport specifically public transport and more people living in independent settings.
- The number of days a week individuals use services for also indicates that people using external provision are more likely to use more than 1 provider and have days that are spent in other ways than a day service via KCC.

All the above are clear indications that individuals are choosing in greater numbers to move away from traditional day services provided by the local authority. The modernisation of day services needs to work with this growing demand. However we need to ensure that this is not undertaken to the detriment of many people who have used traditional service for most of their lives. (67% of individuals still receive service from in house services.)

A number of the recommendations from the review are presented within the context of VFM without reference to the changing nature of the services. These are largely present due to traditional day centre models being able to provide for large numbers of people within one setting and being able to do that at low cost.

The mapping data is of great use at both a county and local level and a number of the recommendations raised are issues currently being addressed.

The implementation of the action plan from the VFM review will continue to be implemented and monitored via the modernisation of services and looks to report regularly to SMT/ LD work-stream through short action plan updates. Margaret Howard will oversee this as a part of the lead role for people with learning disabilities for KASS.

6

Action plan

Please see attached document.

7 *Conclusion*

The Value for Money review has been a difficult process at times but has yielded a great deal of information and added to the momentum in KASS to improve day service provision for people with learning disabilities. The final report although critical does show KASS and the services it provides and commissions as positive, the report also identifies that modernisation is having a clear impact in Kent but there is a need to ensure that this is true across the whole county.

SMT are informed of the report and recommendations of Price, Waterhouse, Cooper.
SMT are informed of a number of clear trends in service delivery and of significant increase in the proportion of people supported by external providers.
SMT are asked to agree the management response and action plan.

Appendix

Value for Money report on Day Services for people with learning disabilities

- 1 Executive summary
- 2 Recommendations
- 3 Management Response and Action Plan

Author Dee Watson / Margaret Howard

PWC Executive Summary

Introduction

The objective of this review is to consider whether value for money is being provided through the delivery of day care services for Adults with learning disabilities provided by Kent Adult Social Services and to make recommendations (if appropriate) where value for money can be improved.

Approach

The approach used for this review was structured into three stages. Stage 1 involved supporting Kent to design two data collection templates to gather information about the people with learning disabilities attending learning disability day centres; stage 2 involved benchmarking Kent against its Institute of Public Finance (IPF) family group of comparator authorities; and stage 3 involved analysing the information from stages 1 and 2 to identify areas where value for money could be improved and writing a report.

Summary of findings

The value for money review identified a number of findings, which are summarised below:

- Data robustness and availability is inconsistent within the service which has made the carrying out of the review more difficult. Ready access to management information is essential for any service if it is to be able assess value for money and the impacts of any changes made to policy and/or practice. Incorrect data may also mean that Kent's performance, in particular compared to others, may be under or over stated.
 - For example, the number of sessions reported on the PSSEX1 return was actually the number of days being provided and not the number of sessions. In order to carry out our analysis on a per session basis we have had to use estimated figures for the number of sessions.
- Relative to the population the number of people with learning disabilities is equal to the IPF family group average.
- Whilst Kent is significantly above average for gross cost both for in-house and external provision this is due to the higher than average number of clients supported by the Council. On a cost per client basis Kent was below the family group average in both 2004-5 and 2005-6.
- Kent is below average for income both from client contributions and income received through other routes. Given that the number of people in receipt of learning disability day care services is above average, it would have been expected that this would have been higher. This may partly be explained by the charging policy; day centre attendance and transport are free¹ and the charges for meals vary between centres.
- There are significant variations in costs for many different aspects of services provided

¹ Free transport provision was a member decision

by the Council at its in-house day centres, including:

- Staff cost per planned attendance ranging from £5,657 to £13,878 with an average of £7,509;
 - Asset value, rent and revenue costs per planned attendance. In addition only three of the 15 properties are considered fit for purpose; two properties inhibit service delivery to a major degree; and one property inhibits service delivery to a minor degree. The remaining nine are able to deliver services but are not fully fit for purpose. Furthermore, the Service feels that it has limited control over many of the components of premises revenue spend although items such as utilities are through a Kent contract;
 - Transport costs per user, there is significant variation between the units on the cost of transport per user with transport provision in their SLA ranging from £444 to £3,925 with an average of £2,493. Overall there was a 9% reduction in transport costs between 2004-5 and 2006-7 but there was variation in where this reduction was seen; and
 - Overhead costs account for only 2% of the total costs (£183k in the units where information is available. However there have been significant fluctuations in overhead costs year on year with different growth patterns in different units. Overall there was an 83% increase from 2004-5 to 2005-6 and a 12% decrease from 2005-6 to 2006-7. The Service feels that it has limited control over many of the components of overhead spend. For example, items such as photocopying are through a Kent-wide contract.
- Almost a quarter of people with learning disabilities (383 people) attending a day centre live in a residential home. This could therefore, present a risk that Kent is paying twice. Whilst a review of a sample of these people did not identify any double payments we were only able to sample a small proportion of these people due to the lack of readily available data. As this was an issue highlighted during the study officers have carried out a more detailed investigation to assess whether there is any evidence of double payment.
 - Analysis of Adult Services Provider Unit (ASPU) information on utilisation of day care centres revealed a high 'no show' rate (the difference between planned and actual attendance). However, the target utilisation rates do not appear to reflect any 'no shows' which means that current usage of the in-house day centres is below the target utilisation and capacity of the service.
 - Contract templates for use with external providers are in place but are not being used consistently and documentation is not always up-to-date. However, contracting with external providers is moving away from block contracts to call-off contracts where the take-up of direct payments is high, as block contracts do not then provide value for money. This is good practice and where these contractual changes have been agreed with the provider the documentation is being re-drafted.
 - Districts have clear strategies and modernisation plans in place, which support the implementation of the modernisation strategy. As these plans are being implemented it will be important to ensure that the decommissioning of services happens at the same rate as the commissioning of more services from external providers.

Conclusion

The lack of reliable and readily available information makes an assessment of the value for money of the service very difficult. However, analysis of the information shows that in terms of cost Kent compares favourably to its IPF family group average.

Also, the modernisation of learning disability day services - moving from in-house to external provision – follows good practice as does the transition from block to call-off contracting with external providers. However, as the balance shifts from in-house to external provision it will be important to decommission/re-provide the in-house service so that committed expenditure is in line with the new service model.

We have not found significant evidence that value for money is not currently being secured. However, there are a number of areas where we believe there may be potential to reduce net expenditure:

- Income from clients is below average and could be increased to reduce the overall net expenditure, particularly through increasing (and in some case introducing) charges for services to clients;
- The variation in costs between the in-house units should be explored to determine whether the variation is valid, e.g. whether it is due to the dependency level of the people with learning disabilities, or to differences in management practices;
- Kent could stop providing day care services to people with learning disabilities who have a 'moderate' level of need. Whilst this will not result in an immediate reduction in cost it would slow the growth in the number of new clients into the service; and
- Improvement in the utilisation of in-house day care places.

Potential risks/issues for consideration

Based on the observations from this review there are several risks/issues that will need to be considered as Kent modernises its day services:

- Whilst the aim is to reduce the level of in-house provision and increase the level of services provided by the external market it will be important to ensure that there is the supply (capacity) within the external market to meet the increasing demands and that they deliver value for money services; and
- Some of the parents and carers who attended the away day either felt they didn't have a detailed enough understanding of the modernisation plans or were unhappy about them and felt 'done to' as opposed to 'working with'. While it is clear that Kent has consulted on every service change before it happens and has used a variety of communication mediums there would appear to be a missing link. Having the parents and carers at the away day was very beneficial and it may be worth engaging with the same parents and carers to ask them what forms of communication they would find most helpful for future consultations.

Appendix 3 - Action plan

Number	Section Reference	Recommendation	Response	Action	Responsibility	Date
1	1.3	<p>Accurate and timely performance information</p> <p>Having accurate, up-to-date information about people with learning disabilities is fundamental to both the operational and strategic management of services. Priority should be given to fully implementing SWIFT within the learning disability service so that accurate, up-to-date information can be obtained.</p>	<p>ASPU (Adult service provider unit) was not in scope of the implementation of SWIFT. The implementation of SWIFT in KASS has had some difficulties that are being and have been addressed.</p> <p>Although the information for this report was at times difficult to access, in the form requested, a large amount of detailed information has been gained both at a service and</p>	<p>Ensure the data gathered is utilised effectively within the modernisation of services.</p> <p>Analyse current methods of gathering and monitoring information regarding day services both in house and</p>	<p>Dee W Margaret H</p> <p>HQ Contracting Rita W.</p>	<p>As per Modernisation Programme</p> <p>April 08</p>

Number	Section Reference	Recommendation	Response	Action	Responsibility	Date
			<p>individual level. The information from in house services was of much greater quality, detail and more readily available than that from external providers. The data gathered forms a clear mapping of services currently in Kent.</p> <p>It should be noted that as services diversify and become more person centred, information and the sources of information will also diversify. KASS needs to ensure that information is collected and monitored at similar levels for both in house and external providers.</p>	external. Ensure that the quality of information is universal.		
2	2.4	<p>Analysis of people with learning disabilities who live in residential care</p> <p>Although there were no double payments in the sample we reviewed, in light of the limited</p>	As part of the residential re-let in 2002 contracting departments ensured that where residential care providers were receiving day care from in house services that this was taken into account of and	Further analysis is required to identify those on spot contracts or where there has been significant change in the use of in-house	Contracts Team Rita W	April 08

Number	Section Reference	Recommendation	Response	Action	Responsibility	Date
		<p>transparency of data on this topic Kent may still wish to undertake a full review of the 24.8% of existing people with learning disabilities in receipt of both day and residential care to understand the costs currently being incurred. This would be a difficult exercise and therefore we would suggest:</p> <ul style="list-style-type: none"> Initially focussing on the post 2002 contracts (~140 people) as the evidence suggests that there may be cases here where day care centres could be charging residential homes and are not; Reviewing a sample of the pre 2002 contracts to identify whether there is any duplication of payments and the cost/benefit of a full 	<p>deducted from the value of the re-let contracts. The effect of either the withdrawal of the day service or the levying of a charge would be an increase in costs, which the residential care provider, would pass back to KASS.</p> <p>There may be a few examples of individuals with spot contracts that require further investigation.</p> <p>The provision of day service for people in residential care will also be re-visited as part of modernisation of services.</p>	<p>day services by residential providers who have had call off contracts since 2002.</p>		

Number	Section Reference	Recommendation	Response	Action	Responsibility	Date
		<p>review of this group; and then</p> <ul style="list-style-type: none"> Dependent on the outcome of the cost/benefit above completing a full review of this group. 				
3	3.1.2	<p>Charging</p> <p>In light of the available benchmarks KCC could consider introducing charges for day centre attendance and transport and bringing meal charges into line with average charges.</p>	<p>This is an area that has previously been considered by KASS with a number of proposals being raised at Member level in KCC. KCC implemented a period of charging for transport to and from day services which was subsequently withdrawn. Members have sought to maintain a no charging policy for day services for adults with learning disabilities.</p>	<p>Produce a full impact appraisal on charging for both day service and transport, in terms of budget implications and modernisation.</p>	<p>Dee W Finance Trevor C</p> <p>–</p>	<p>Nov 07</p>
4	3.4	<p>Effective management of waiting lists</p> <p>Care managers should work with their clients to see if other day services with capacity could meet</p>	<p>The data used for this analysis included a number of historical service level agreements that were not changed to reflect the current dependency/needs</p>	<p>Implement a clear system to reflect actual vacancy levels in current services (as per ODPSU</p>	<p>Kim M Jane B</p>	<p>April 08</p>

Number	Section Reference	Recommendation	Response	Action	Responsibility	Date
		the individual's requirement.	<p>of individuals using the services. As traditional day services are going through modernisation this increases overall vacancy levels giving a somewhat false impression of service delivery. While it is imperative that services that are seen as good and "modernised" are used to capacity it would be inappropriate to place new clients in traditional services that are scheduled for imminent re-provision. These clients should be placed direct in the new community based services.</p> <p>KASS needs to ensure that clear vacancy information is available for all services. This must reflect the true level of service agreed, dependency levels and any transitional plans for services as part of service modernisation.</p>	system).		

Number	Section Reference	Recommendation	Response	Action	Responsibility	Date
5	3.4	<p>Decommissioning in-house services</p> <p>Given one of the objectives is to shift provision from in-house to the external market KCC should consider beginning a decommissioning programme so that the change in activity is mirrored by a change in expenditure.</p>	<p>The process of decommissioning in-house services and commissioning replacement externally provided services continues in line with local modernisation plans and KCC policy and procedure. All revenue resources are required to enable the provision of more personalised services based on community opportunities.</p>	<p>Plan and describe the programme of formal decommissioning of current services and the commissioning of alternative services in line with modernisation programme.</p>	<p>Dee W Jane B Kim M</p>	<p>Mar 08</p>

Number	Section Reference	Recommendation	Response	Action	Responsibility	Date
6	3.5.2	<p>In-house staff costs</p> <p>Kent should consider using the above analysis to ensure value for money with respect to staff costs is maximised by:</p> <ul style="list-style-type: none"> Working with ASPU to understand the variations between units in particular in cost and FTEs per planned attendance; and then Sharing best practice between centres. 	<p>There is a need to understand and have clarity of staffing levels in relation to current services and modernised services. The variation in units appears to be based on differing levels of individual client dependency.</p>	<p>Explore the implementation of a dependency model across all services.</p>	<p>Dee W Jane B Kim M</p>	<p>April 08</p>

Number	Section Reference	Recommendation	Response	Action	Responsibility	Date
7	3.5.2	<p>Staff costs compared to comparator authorities</p> <p>Kent should consider undertaking further analysis to understand the SSDS001 returns starting with identifying the individual at Kent responsible for their return. This analysis should identify what is included in the return and therefore understand the reasons for high growth, high numbers of FTE per session, high headcount per FTE and distribution of staff types. Once these reasons are understood, if applicable, Kent can consider suitable actions to increase the value for money offered by the staff establishment.</p>				

Number	Section Reference	Recommendation	Response	Action	Responsibility	Date
8	3.5.3	<p>Property options</p> <p>In the short term KCC should consider using options appraisal analysis to ensure value for money with respect to property revenue costs is maximised by:</p> <ul style="list-style-type: none"> Gathering a full set of baseline data including the size of properties and calculating cost per square metre and square metre per planned attendance; Working with the Adult Services Provider Unit to understand the variations between units with respect to the metrics calculated above and then sharing best practice between centres; and Breaking down the costs into components to identify the more significant areas of spend and giving further consideration to any more significant components. 	<p>The report rightly details most KCC owned building as becoming unfit for purpose. A property portfolio currently exists for all in house services.</p> <p>Current services are very reliant on buildings and the possible disposal forms a major part of the modernisation of day service for adults with learning disabilities. It is important that decisions regarding these assets reflect the needs not only for current users but have regard for the provision of services for future generations.</p>	<p>Ensure the current portfolio is up to date and accurate.</p> <p>Ensure that the disposal of any buildings is in line with value for money and contributes to the development of the range of alternative services needed.</p>	<p>Jane B Kim M</p> <p>Planning Dept PAG</p>	<p>March 08</p>

Number	Section Reference	Recommendation	Response	Action	Responsibility	Date
9	3.5.3	<p>Property portfolio review</p> <p>In the longer term Kent may wish to complete a full portfolio review including an options review as described above.</p>				
10	3.5.4	<p>Transport provision</p> <p>Kent should consider using the above analysis to ensure value for money with respect to transport costs is maximised by:</p> <ul style="list-style-type: none"> • Working with ASPU to understand the variations between units in particular in cost per user and then sharing best practice between centres; and • Identifying reasons for the recent decrease in transport costs and, if possible, ensure that this trend continues. 	<p>Transport has been identified as a major element of service modernisation. As services become more localised to the individual the need for traditional transport solutions reduces. A range of transport options are currently being explored including travel training, travel buddy schemes and a review of traditional transport to/from day services. New contracts for the provision of busses are being negotiated to reflect the changing nature of services.</p>	<p>Ensure that good practice, vfm and new initiatives are reflected across Kent.</p>	<p>Jane B Kim M Dee W</p>	<p>Dec 08</p>

Number	Section Reference	Recommendation	Response	Action	Responsibility	Date
11	3.5.4	<p>Transport provision</p> <p>Kent should consider whether a more centralised approach to transport would increase value for money. At one end of the spectrum this would include a central contract. A lighter touch approach would be to: issue central guidelines regarding the types of vehicles and add-ons required in different cases; and monitor unit transport provision to assess that guidelines are adhered to and appropriate actions are being taken to minimise spare capacity. This would include creating a central set of management information regarding the number of vehicles, which vehicles and at what cost were being used by each unit to correspond to the existing data on number of users.</p>				

Number	Section Reference	Recommendation	Response	Action	Responsibility	Date
12	3.5.5	<p>Overhead costs</p> <p>Although this area is not a priority as it represents such a small spend it may be worthwhile for Kent to consider using the above analysis to ensure value for money with respect to overhead costs is maximised by:</p> <ul style="list-style-type: none"> Working with ASPU to understand the variations between units in particular in cost per planned attendance and then sharing best practice between centres; Identifying reasons for the previous growth and more recent decrease in costs and, if possible, ensure that this trend of decreasing spend continues; and Break down the costs into components to 	<p>As stated the overheads represented in the body of the report “is not a priority as it represents such a small spend”. However it is important there is a piece of work to identify full overhead costs for in house services and identify means of ensuring value for money.</p>	<p>Ensure that overheads incurred by in house services represent value for money.</p>	<p>Jane B Kim M</p>	<p>March 08</p>

Number	Section Reference	Recommendation	Response	Action	Responsibility	Date
		<p>identify the more significant areas of spend. As this is a low budget area overall it is likely that there will be no need for further investigation but such a breakdown would highlight any key areas and would help monitor changes. In addition it may be useful to identify income and cost separately.</p>				
13	4.1	<p>Contractual documentation</p> <p>It is recommended that as the use of external provider's increases the contractual arrangements in place with providers are documented in a timely fashion and practices are consistent across East and West.</p>	<p>It is essential that contractual documentation and information be maintained in a timely and consistent fashion across KASS.</p>	<p>A sample of current practice across East and West Kent of current contracts to be analysed to ensure consistency</p>	Cathi S	Jan 08

Number	Section Reference	Recommendation	Response	Action	Responsibility	Date
14	4.1	<p>Market management of external providers</p> <p>Contracting with external providers has been an evolutionary process. As this increases it may be necessary to be more proactive in seeking out providers that can assist Kent in delivering its strategic objectives. It is recommended that Kent reviews the capacity of the two Contracts Teams to ensure there is sufficient to commission value for money services that meet the needs of people with learning disabilities from external providers.</p>	<p>KASS currently develops proactive relations with existing and possible new providers in line with strategies for both residential and day services. Recent developments have secured an addition 4 project managers from within current staffing capacity to specifically address the modernisation of day services.</p> <p>Both East and West Kent planning and contracting teams have been reviewed regarding issues of capacity.</p>	Continue to ensure capacity in contracting and planning departments is at appropriate levels	Margaret H Janet H	Dec 07
15	4.2	<p>Stakeholder feedback</p> <p>Having brought everybody together for the away day it is important that these views feed into the modernisation programme</p>	Individuals who were involved in stakeholder days will be contacted on publication of the report and will be sent a letter of thanks for their input and a	Letter of thanks to all attendees at stakeholder event. Simplified summary to be	Margaret H Dee W Dee W	Sept 07 Sept 07

Number	Section Reference	Recommendation	Response	Action	Responsibility	Date
		for learning disability day services.	<p>summary of findings. A simple summary will be produced to make the information as accessible as possible.</p> <p>With the recent reinvigoration of the modernisation of day services agenda a range of stakeholder events and communications are planned for the coming months. Findings from the VFM report will feature within all of these.</p>	<p>drafted and made available.</p> <p>Ensure that VFM report findings feature in modernisation of day service consultation events.</p>	Dee W Margaret H	Aug 07
16	5.4	<p>Self-directed care and Kent's modernisation programme</p> <p>In Control and direct payments need to be included as a significant part of the modernisation programme for day care services.</p>	In line with KASS modernisation through Active Lives for Adults (ALFA) the modernisation of day services for adults with learning disabilities has person centred approaches as the main theme. A number of successful opportunities have been	Ensure that direct payments and individualised budgets feature with modernisation plans.	Margaret H Janet H Dee W	Ongoing

Number	Section Reference	Recommendation	Response	Action	Responsibility	Date
			<p>created to drive forward direct payments and individualised budgets.</p> <p>Self-Directed Support and people being allocated resources to fund their individualised packages of care are the building blocks that support and enable the proposed modernisation to take place. KASS has committed to applying In Control principles across all service user groups (Total transformation)</p>			
17	5.7	<p>Stakeholder Engagement</p> <p>It is important that the views of all stakeholders are obtained and the wider population feel engaged. It is recommended that a range of different methods are used to engage with stakeholders and that the views of people with</p>	See Recommendation No 15 for response.			

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		learning disabilities take priority.				