

# Proposed Reduction in Funding for Voluntary Sector Services

## Consultation document

### Introduction

The council wishes to consult organisations and service users on proposals to reduce funding for voluntary organisations that provide prevention services commissioned by the council's Adult Social Services. A list of these services is provided on Pages 6-7 this consultation document

Like all of local government, Barnet's Adult Social Services face a challenging few years as the Council's overall funding is reduced by 26 percent over four years. As Adult Social Services makes up over a third of the council's core funding it is inevitable that this Department will be expected to make savings

At the same time as public spending is being reduced, there is a growing demand for our services. Over the next five years the number of people supported by the services is likely to increase by 10 percent. This is because:

- one in three people in the borough who are over 85 receive support from the council
- one in 10 residents is over 65
- the number of children with complex needs are surviving into adulthood is increasing year on year.

These are all positive statistics but add to the cost of providing services in Barnet.

### The Council's Proposals

The Adult Social Services savings options total **£17.5 million** over a three year period. This total includes a proposed saving of one-third of the expenditure on services provided by the voluntary sector, amounting to a saving of £900,000.

The council wishes to consult on two proposals concerning funding in 2011/2 for prevention services commissioned from voluntary sector organisations by the council's Adult Social Services:

- 1 To make a saving of £350,000 by reducing the budget from £2.7M to 2.35M
- 2 To make this saving by reducing funding for 2011/2 for each organisation by 13%  
Further information about these two proposals is given in Section 1

The council wishes to invite voluntary sector organisations and people who support and use their services to give their views about the proposals. Given that the Council does not have a direct relationship with many of the people who use the services, the council hopes that organisations will seek to ascertain the views of their service users, reflect these in their responses and support service users to respond directly.

The council also wishes to invite proposals from voluntary sector organisations about how prevention services might be organised differently in the future. Further information for voluntary sector organisations is set out in Section 2

## **SECTION 1 - Further information about the council's proposals**

### **Reducing funding by £350,000 in 2011/12**

The council is proposing to make a total savings of £17.5M in Adult Social Services expenditure over a three year period. This total includes a proposed saving of one-third of expenditure on prevention services provided by the voluntary sector. This amounts to a saving of £900,000 over the next two years including £350,000 in 2011/12 and £550,000 in 2012/13. The Council will be working with voluntary organisations to consider options on 2012/13 reductions. (see section 2)

The council has scrutinised closely its expenditure on Adult Social Services in recent years to ensure that it is spent as effectively and efficiently as possible. Our work is regularly inspected by the Care Quality Commission which announced in November this year that it had assessed Barnet Adult Social Services as "excellent", putting it in the top 25% of councils in England.

The council considers that there are no easy ways of reducing its Adult Social Services expenditure to the level that is required. We have identified the following principles to help decide budget priorities:

#### **Need**

- Safeguarding remains a priority
- Supporting those at highest risk by not changing the eligibility criteria that Adult Social Services uses to decide who qualifies to receive services paid for by the council
- Promoting independence and reducing dependence - the right support for the right length of time

#### **Fairness**

- Increased contributions - Barnet Council asks residents to contribute less for their support than other councils
- Exploring with families and communities where they are able to take on more responsibility
- Partnership with providers to reduce costs and explore new models of support

Applying these principles, the council is consulting on a range of options to reduce expenditure, including measures:

- To secure additional income through changes in charging policies,
- To be as efficient as possible by doing things differently, achieving savings in areas like staffing and equipment services,
- To reduce spend on contracts by containing inflation pressures and targeted reductions by providers against highest cost packages,

- To target resources on highest risk cases through care package re-assessments and reducing expenditure on prevention services.

The council believes that prevention services cannot be exempt from expenditure reductions. Most Adult Social Services expenditure pays for services such as residential care and home care for people who have substantial or critical needs and who have a legal entitlement to the council's help. These services will have to find most of the £17.5M in Adult Social Services expenditure over the next three years.

About 10% of expenditure goes on prevention services provided by the voluntary sector and through the Supporting People programme. These services are generally intended to help people with lower levels of need to stay as independent as possible. Although the council believes prevention services can offer good value, the council has no statutory obligation to provide them for people who do not qualify to receive them under Adult Social Services' eligibility criteria.

### **Reducing funding for voluntary sector preventions services by reducing the amount paid to each organisation by 13% in 2011/2**

Applying this percentage reduction uniformly across all organisations would achieve the overall saving of £350,000 that the council is proposing for 2011/12.

Other ways of achieving the saving would be possible. For example, the council could end funding altogether for some organisations or services and leave funding for others unchanged. However, the council is proposing a uniform reduction for 2011/12 for the following reasons:

- Adult Social Services has reviewed the prevention services provided by the voluntary sector during the past year. Some weaknesses were identified and as a result, the council has stopped funding a few services and reduced funding for others. The council does not believe there is a clear case for decommissioning further services as part of the arrangements for setting the 2011/12 budget
- However, the council does consider that there would be benefits in making major changes to the ways in which it invests in voluntary sector prevention services. The reason for this are explained in section 2. However, major change would need detailed discussion with organisations and, once plans had been agreed, would take time to implement. It is unlikely that the changes could be completed in time to achieve the budget savings proposed for 2011/12.
- The proposed 13% percentage reduction will be challenging for organisations to implement. Nevertheless the council considers that organisations should be able to make efficiencies that would minimise the impact on service users and to ensure that the proposed savings are fully delivered during 2011/12

For these reasons, the council considers that the option to apply a uniform reduction as a baseline requirement for all services would be fairer and more practicable option than other possible approaches

## Consultation Timescale

Respondents should complete the Questionnaire circulated with this document and return it to the council not later than **4pm on 27 January 2011**.

Voluntary organisations listed on Pages 6-7 should return their completed Questionnaires by e-mail to **[amisha.sheth@barnet.gov.uk](mailto:amisha.sheth@barnet.gov.uk)**

All other respondents should e-mail their completed Questionnaires to **[Adults.ServicesConsultation@Barnet.gov.uk](mailto:Adults.ServicesConsultation@Barnet.gov.uk)**

Respondents without access to e-mail should post completed Questionnaires to:

Amisha Sheth  
Strategic Commissioning Team  
Adult Social Services  
North London Business Park  
Oakleigh Road South  
London  
N11 1NP

Respondents who are unable to complete a Questionnaire may respond by sending their views and comments in an e-mail message to **[Adults.ServicesConsultation@Barnet.gov.uk](mailto:Adults.ServicesConsultation@Barnet.gov.uk)** or by writing to the council at the above address.

## What the Council will do next

Council officers will produce an analysis of the views of organisations and members of the public expressed in completed Questionnaires that are received by the end of the consultation period on **27 January 2011**.

This analysis will be reported to the council's Cabinet who will meet during February to make decisions on the Council's budget for 2011/2 including the savings proposed in this consultation document.

The council's decisions on the budget for 2011/2 will be published on the council's website and, where savings are required, these will be notified to all organisations concerned.

## List of Prevention Services Provided By Voluntary Organisations and Funded by Barnet Council

Note - The list excludes services funded from Department of Health Stroke Grant

Main Customer Group	Organisation Name	Service Name	Main Service Type	Annual Funding, for Service
Generic needs	Advocacy In Barnet	Advocacy	Information, advice and advocacy	£ 106,154
Older people	Age UK Barnet	Say Go	Group activity	£ 15,000
Older people	Age UK Barnet	Day Services	Day services	£ 285,793
Older people	Age UK Barnet	Handyperson service	Practical support	£ 69,938
Older people	Age UK Barnet	East Finchley Neighbourhood Contact	Group activity	£ 24,056
Older people	Alzheimer's Society	Dementia and carer support	Carer breaks and support	£ 39,844
Older people	Alzheimer's Society	Marillac at Dove House	Day services	£ 69,522
Older people	Asra Housing Association	Anand Day Centre	Day services	£ 48,969
Older people	Barnet African & Caribbean Association	Resouce centre activities	Day services	£ 61,568
Older people	Barnet Asian Older People's Association	Day Services	Group activity	£ 37,027
Older people	Barnet Asian Womans Association	Lunch club and activities	Group activity	£ 9,215
Older people	Barnet Asian Womans Association	'Jagruti' mental health & domestic viole	Group activity	£ 44,263
Generic needs	Barnet Bereavement Service	Barnet Bereavement Service	Personal support	£ 4,480
Carers	Barnet Carers Centre	Support services for carers	Carer breaks and support	£ 501,564
Generic needs	Barnet Citizens Advice Bureaux	Welfare Benefits Advice Service	Information, advice and advocacy	£ 48,000
Mental ill-health	Barnet College	Community Link	Support with employment	£ 18,239
Generic needs	Barnet Depression Alliance	Barnet Depression Alliance	Group activity	£ 678
Older people	Barnet Elderly Asians' Group	Barnet Elderly Asians' Group	Group activity	£ 8,730
Leaning disabilities	Barnet Mencap	Asian Families Project	Carer breaks and support	£ 32,810
Leaning disabilities	Barnet Mencap	Community Opportunities Project	Group activity	£ 56,128
Leaning disabilities	Barnet Mencap	Project 67	Group activity	£ 73,045
Leaning disabilities	Barnet Mencap	Time Out' short breaks	Carer breaks and support	£ 29,000
Leaning disabilities	Barnet Peoples Choice	Disability Equalities and LD Parliament	not specified	£ 63,050
Mental ill-health	Barnet Voice	Barnet Voice	not specified	£ 80,019
Older people	British Red Cross	Home from Hospital	Practical support	£ 45,000
Older people	Chipping Barnet Day Centre	Chipping Barnet Day Centre	Day services	£ 2,910
Older people	Colindale Community Club	Colindale Community Club	Group activity	£ 97
Older people	Cultural & Recreational Organisation for	Day Opportunities	Group activity	£ 1,940
Generic needs	Disability Action in Barnet Borough	Advice & Information	Information, advice and advocacy	£ 113,366

Main Customer Group	Organisation Name	Service Name	Main Service Type	Annual Funding, excluding proposed reduction
Leaning disabilities	Dimensions	Learn To Earn	Support with employment	£ 50,625
Leaning disabilities	Dimensions	Low level respite	Carer breaks and support	£ 28,121
Carers	Friend in Need Community Centre	Carers Respite	Carer breaks and support	£ 20,819
Generic needs	Friend in Need Community Centre	Day Care services	Day services	£ 134,344
Older people	Friend in Need Community Centre	Alliance Gardening service	Practical support	£ 7,420
Older people	Friend in Need Community Centre	Helping Hands	Practical support	£ 46,458
Older people	Good Neighbour Scheme for Mill Hill and Burnt O	Good Neighbour Scheme	Practical support	£ 14,768
Older people	High Barnet Good Neighbour Scheme	Good Neighbour Scheme	Practical support	£ 2,910
Mental ill-health	JAMI Jewish Association for Mental Illness	JAMI House day services	Day services	£ 24,948
Older people	Jewish Care	Respite at the Kennedy Leigh Centre	Carer breaks and support	£ 35,316
Mental ill-health	Jewish Care	Martin B Cohen Centre	Day services	£ 10,629
Older people	Jewish Care	Sam Beckman Centre	Day services	£ 24,630
Sensory Impairment	Middlesex Association for the Blind	Home visiting and advocacy service	Practical support	£ 9,894
Mental ill-health	Mind In Barnet	Advocacy	Information, advice and advocacy	£ 49,020
Mental ill-health	Mind In Barnet	Befriending	Day services	£ 42,754
Mental ill-health	Mind In Barnet	Day Centre	Day services	£ 111,795
Mental ill-health	Mind In Barnet	Information and Advice	Information, advice and advocacy	£ 8,112
Older people	The Monday Club	Monday Club	Group activity	£ 1,940
Older people	New Barnet Community Association	New Barnet Community Association	Group activity	£ 19,400
Mental ill-health	North London Eating Disorders Group	Eating Disorders Group	Group activity	£ 1,591
Mental ill-health	Richmond Fellowship	Day Opportunities	Support with employment	£ 60,361
Mental ill-health	Richmond Fellowship	Quest for Work	Support with employment	£ 6,493
Older people	Barnet Retired & Senior Volunteer Programme	Volunteer programme	unspecified	£ 2,134

## SECTION 2 - Information for voluntary sector organisations

### Proposals from voluntary sector organisations about how services should be organised differently in the future

The review of prevention services provided by voluntary sector services carried out by Adult Social Services during 2010 concluded that the current programme requires change to ensure that it is able to deliver the ambitions set out in *Looking after Yourself - A prevention framework for Barnet* agreed by the council in December 2009.

The Prevention Framework defined the core components for a Preventative Approach to include the following:

- local advice and information services that people can access throughout the borough to find out about low level support services that promote well-being and independence
- voluntary and community services that co-ordinate with each other to improve access to social care services for the public
- a network of practical support services (e.g. home from hospital, gardening, shopping) which support independence
- accessible employment support services such as peer support, volunteering and training opportunities which link to mainstream employment opportunities
- carer breaks and support services that improve information, contingency and emergency respite responses
- prevention services that offer people support in those geographical areas known to have higher social needs
- to refocus voluntary and community services towards enablement and working with the statutory services to promote self-reliance and independence
- services that maintain well-being and build community resourcefulness.

The Prevention Framework acknowledged that prevention services were well provided for in some areas of the borough or for some sections of the population but:

- overall more consistency is required to reach greater numbers of people who currently find it difficult to get the right support at the right time.
- lower level support should be better coordinated; addresses known gaps, and links more seamlessly to service responses for higher needs.
- Barnet may not know enough about the benefits for those individuals or if the support meets their needs in a way that genuinely promotes their independence.
- the current distribution of investment does not reflect the areas of greatest demand pressure within Adult Social Services, for example to provide preventative low level support for people with a physical disability

The Prevention Framework therefore included a commitment to produce a plan with a timetable for procurement in close collaboration with the market in Barnet for publication in 2010. This work has been delayed while the council responds to the budgetary targets announced by government in the Autumn and now needs to proceed.

## **Re-commissioning prevention services**

The council proposes that the budget for voluntary sector prevention services should be reduced by a further £550K in 2012/3. Together with the proposed saving of £350K for 2011/12, this would achieve a total proposed saving of £900K. These savings would have the effect of reducing the council's annual funding for voluntary sector organisations by one-third.

Adult Social Services proposes to re-commission prevention services within the revised budget of £2.1M per annum that would remain after the reductions indicated above. We therefore wish to invite organisations to work together and with their service users to bring forward proposals on the shape of the future programme for discussion with the council and Partnership Boards.

The White Paper 'Our Health, Our Care, Our Say: A New Direction for Community Services', Department of Health, 2006 identified greater voluntary sector involvement, in both commissioning and service provision as a key factor in realising its goals of improving health and well-being and giving people more choice, a stronger voice, and better access to a wide range of community services. The council believes that voluntary organisations have a wealth of knowledge and experience, of both health and social care services and local service user needs, which have the potential to translate into provision of the kind of high-quality, user-focused services which the Prevention Framework envisages.

## **Guidance on Developing Re-commissioning Proposals**

In developing proposals, organisations should take account of the principles and aims set out in the Prevention Framework and also several additional specific objectives that the council wish to see achieved:

- A programme of prevention services provided within a budget of £1.9M, an overall reduction of expenditure by one-third compared with 2010/11
- Achievement of savings through efficiencies that avoid or minimise the impact on service users, for example by reducing back-office expenditure and overhead costs
- Greater emphasis on services that are able to achieve good outcomes by providing practical support for short-term periods rather than support which is provided long-term or indefinitely
- Joining up similar services so that they are better able to respond to the common needs of different customer groups
- Increased use of volunteers and other social capital, both in supporting service users directly and in service management and administration
- innovation in enabling people and communities to define and find solutions to their own support and well being needs
- development of a user-led market that provides affordable services for direct purchase by Individual Budget holders as well as by people who do not qualify under Adult Social Services' eligibility criteria

The council wishes to see proposals developed for each sector or group of similar services. Defining groups or sectors is not straightforward but the Prevention Framework and the 2010 review of prevention services indicate the following:

- Information, advice and advocacy

- carer breaks and support
- day opportunities for people with mental ill-health
- practical support e.g. home from hospital, gardening, shopping
- employment support
- group activity eg health education, exercising, social events
- outreach support for black and minority ethnic communities
- day opportunities, day centres

The council wants to prioritise recommissioning at least the first three of these groups during early 2011/2

The appendix to Section 1 provides a list of organisations and services that the council is funding at present. The list also indicates the group to which each service appears to best fit. The council does not wish to be proscriptive and organisations are free to reconsider the groups to which their services belong. This will include a small number of services which do not have an assigned grouping

Proposals for each group or sector should be developed by the relevant organisations, working in partnership. Organisations may wish to use existing networks such as the Carers Forum or Day Care Providers Forum or create new networks perhaps with leadership at least initially from larger organisations that receive most funding.

The council believes that re-commissioning arrangements should reflect key strategic priorities, particularly the need for prevention services

- to be linked to the Centre for Independent Living and the Community Interest Company that will operate the Centre.
- to be operated by partnerships, consortia, in order to improve coordination and reduce overheads
- to have a lead organisation that would hold the contract for each group of services

### **Support from the Council**

The council will arrange meetings in December for providers within each group or sector to discuss the above information and to answer any questions that providers may have concerning the development of re-commissioning proposals.

### **Timescale for proposals for re-commissioning prevention services**

Voluntary organisations' proposals should be provided to the Strategic Commissioning Team by **31 March 2011**.

Adult Social Services will consider all information received from voluntary sector organisations and expects to arrange meetings to discuss organisations' proposals directly as and when they are received during early 2011. Organisations will be closely involved in the council's consideration of options thereafter. The expectation is that decisions and implementation in respect of priority sectors will be completed during Quarter 1 of 2011/12 and that decisions regarding remaining sectors will be taken by **September 2011**