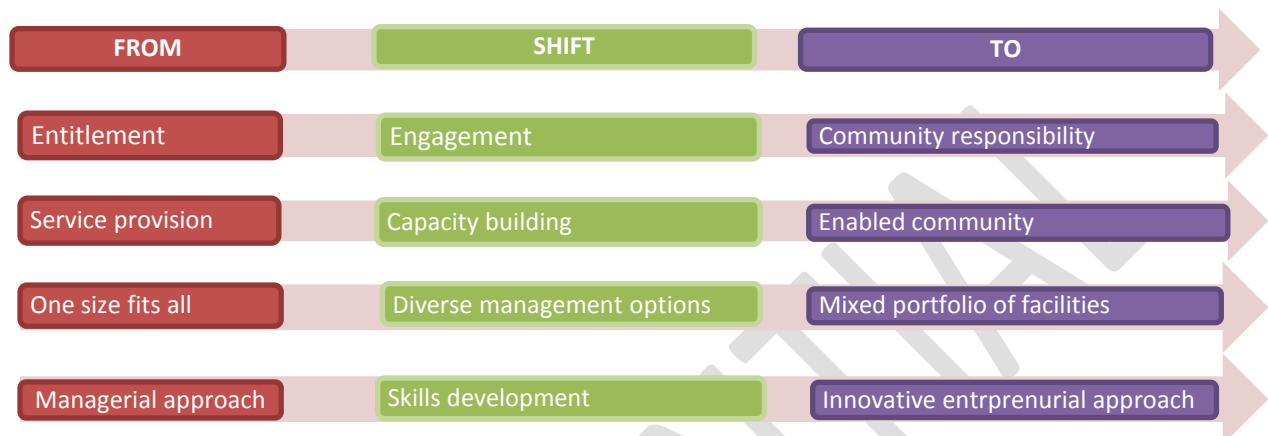


- 2.4 During 2016 the Trust Board reflected on the sustained financial pressure and how it might impact on future business planning and the achievement of its strategic objectives. It recognised that the status quo was not a viable option and that it should either plan for an immediate dramatic downsizing of the organisation and the venues it operates from, in order to accommodate the planned budget shortfall, or it could explore and embrace new approaches and a radically different engagement with clubs, groups and service users that developed a new and different model of operation. The Business Plan Approach was created from this work. In summary it seeks the following:



- 2.5 The work to develop and implement the Business Plan Approach has made a positive start in the year. 6 project groups have been established to create plans to grow income while delivering the strategic objectives and meeting the aspirations set out in “Inspiring Active Lives.” It has the following key themes: participation, motivation, venues and partnership. Together they provide a helpful framework for the working groups and reinforce the link between the strategy and our own objectives and delivery mechanisms. Many of these groups are now moving to the implementation phase and their plans are outlined in Appendix 1.
- 2.6 The community engagement strand of the Business Plan Approach has been in a research phase as it is recognised that this needs more time and consideration on how best to support the community to embrace the level of change that is envisaged. The Trust also wants to allow adequate time for staff to equip themselves with the right mix of skills and knowledge to support this new work. The local elections also meant that this was best held back until the new Council had time to settle in and establish its priorities as many of the community facing proposals require the support and backing of the Council.
- 2.7 The Council continues to face severe budget pressures and is looking to identify savings of £40m over the next two years including £3.3m from the Trust. The recent proposals outlined in the Barclay Report with regard to the potential changes to rates relief for Council ALEOs are a further concern. The Trust currently benefits from rates relief worth £1.2m.
- 2.8 The Council has recently updated its Corporate Plan setting out new priorities in key themes of people, place and partnership. The Business Plan approach that is being developed and implemented by the Trust is complementary to the Council Corporate Plan. The opportunities to develop a shared approach to promoting stronger more self reliant communities in particular resonates well with the shift that is outlined in paragraph 2.4 above.

- 2.9 The Trust is cognisant of the need to ensure that opportunities for all are available. Concessionary pricing arrangements are being maintained. Many activities and programmes focussed on children and young people ensure that they contribute to their health and wellbeing as well as raising ambition and aspiration for those wishing to develop their interest and expertise in culture and sport.
- 2.10 The Trust recognises the vital contribution the services it offers make to economic growth in the area. Many of the key tourism assets within its portfolio are already attracting national and international visitors to the area. The achievement of a five star rating for the Helix from VisitScotland along with four star ratings at Callendar House and Kinneil Museum demonstrates excellent customer experience is a priority. Customer feedback on sites such as Trip Advisor show that this is delivering very well for both residents and visitors alike.

### **3. Update on 2017/18 Savings Plans**

- 3.1 The proposals for 2017/18 outlined a savings package of £0.97m. After the budget meeting in February 2017 this was reduced by £0.33m in order to protect jobs and avoid the risk of compulsory redundancy. The balance of £0.64m has been accommodated in the budget, the efficiency savings have all been achieved and we are well on track to deliver additional income. The Council requested that the Trust continued to operate Woodlands Games Hall for another year until the community group prepared for the transfer. It is hoped that this will be effective from April 2018 if the outstanding governance issues can be appropriately addressed.
- 3.2 The learning from the Woodlands transfer proposals is that such transfers are generally more complicated and time consuming than the community group might initially envisage. The governance arrangements, building liabilities and costs and the requirements to follow appropriate public accountability processes mean that such transfers need time and resources from the Council, Trust and the parties involved.
- 3.3 The late decision to retain the Outdoor Activities Team and the Heritage Learning Team for 2017/18 affected income generation but has allowed time to interrogate the cost of delivery to schools and the wider community. The community facing services are largely covering their costs while the school based programmes are fully subsidised. The Council has indicated that they expect that these services be “unwound” to the original proposal. This plan includes a proposal for full cost recovery for the service offered to schools following discussion and agreement with the Council Children’s Services Director.
- 3.4 The income for the year 2017/18 is expected to be greater than that generated in 2016/17 by 5%. In addition we are carrying significant vacancies in our management roles that deliver ongoing savings. However the consequence of this is a drop in business effectiveness and significant pressure on all staff. It is a priority to develop and agree a revised management structure for 2018.
- 3.5 As part of the budget in 2017/18 we allocated an efficiency saving of £75k to be achieved through combined use of the reception areas at Falkirk Stadium. Due to the ongoing delays on resolving the future operation of the Stadium Company it has not been possible to achieve this saving and so the Trust request that this be added back to our budget until such time as efficiencies can be delivered.

#### 4. Approach to 2018/19 Business Plan

##### Business Plan Approach

4.1 As part of the implementation of the Business Plan Approach 6 project groups had been established to develop significant income growth plans covering a three year period from April 2018 to March 2021. The groups are drawn from a wide cross section of staff. This has been a development opportunity for the staff involved and has meant that they have greater awareness of the severity of the financial position and they have come up with ideas that they own and care passionately about delivering in order to protect services and better meet customer needs. The projects are outlined in Appendix 1.

4.2 The summary income projections over the next three years is as follows:

	<b>17/18 £000s</b>	<b>18/19 £000s</b>	<b>19/20 £000s</b>	<b>20/21 £000s</b>
Callendar House	283	327	368	399
FTH	188	258	328	358
Hippodrome	159	204	224	229
Helix	1,617	1,649	1,723	1,735
Mariner	987	1,025	1,144	1,234
Mariner soft play	0	90	200	213
Grangemouth Sports Complex	1,458	1,498	1,768	2,072
Stenhousemuir Sports Centre	67	99	109	119
Swimming	462	512	562	612
Outdoor Activities income from schools		245	250	260
Muiravonside Park Car Parking		58	65	75
<b>Total</b>	<b>5221</b>	<b>5965</b>	<b>6741</b>	<b>7306</b>
<b>Year on Year growth</b>		<b>744</b>	<b>776</b>	<b>565</b>

4.3 In order to achieve the income projections outlined above some modifications are required to existing facilities to improve the functionality of specific areas. The changes are largely improvements to the customer experience. The details of the proposals are as follows:

Facility	Planned Changes	Benefits
Helix	Improvements to the internal layout of the Plaza Café building.	<ul style="list-style-type: none"> <li>Improved customer flow allowing quicker service and therefore increased income generation.</li> <li>Warmer internal environment encouraging increased footfall and income generation.</li> </ul>
Hippodrome	Adaptation of the existing catering pod.	<ul style="list-style-type: none"> <li>Reduced expenditure by allowing sales of tickets and retail items.</li> <li>More attractive catering unit allowing increased sales of goods.</li> </ul>
Callendar House	Use of the Green Room for provision of afternoon tea.	<ul style="list-style-type: none"> <li>Extension of existing service in the Pink Room to cater for increased demand and therefore generate increased levels of income.</li> </ul>
	Use of a previous office area in to a meeting and conference room.	<ul style="list-style-type: none"> <li>Opportunity to provide meeting or conference facility leading to increased levels of income.</li> </ul>
Stenhousemuir Sports Centre	Sports hall to be fitted out as a specialist centre of excellence for gymnastics.	<ul style="list-style-type: none"> <li>Long term development of gymnastics in the Falkirk area in anticipation of existing gymnastics facilities "failing" which will also attract increased levels of income</li> </ul>

4.4 The Proposed change of use at Stenhousemuir Sports Centre is to create a dedicated specialist centre of excellence for gymnastics to mitigate against the withdrawal from other sites. The development of the Mariner and Grangemouth Sports Complex also feature strongly in our future income growth plans. The venue specific plans are at developmental stage and require further feasibility work to be undertaken before any proposals are submitted to the Council for consideration.

4.5 It is expected that the Trust will have a level of unrestricted reserves of £596k at the end of March 2018. We propose to use £245k of this to mitigate against withdrawal of services in 2018/19 to allow time for the income generating groups to continue their work and for community engagement focussed proposals to be worked up. It is recognised that if these proposals do not proceed to development then this sum will have to be found in 2019/20, in addition to any service payment reduction that the Council request. This recommendation is predominantly about giving time for ideas to come to fruition.

## 5. Service Efficiencies and Reductions

5.1 Each year we carefully analyse each budget heading and look for areas where the budget could be redirected or used to avert service reductions.

5.2 We have identified £100k relating to staff turnover. This relates to the gaps between someone leaving a post before it is filled. This relates to front line posts. However looking over previous years we are comfortable that this saving is deliverable within the overall staffing budget.

5.3 The proposal to withdraw from Heritage Learning as outlined in para 3.3 will lead to a saving of £55k. The board previously agreed to fund the 2018 Fireworks from reserves and so this will be a reduction in the 2018/19 revenue budget of £30k.

5.4 Taken together this takes our total to £1,174k leaving a final sum of £626k to be found from additional service withdrawal.

5.5 It is proposed that the Trust withdraw from the following facilities:

- Hallglen Sports Centre
- Denny Football Centre
- Polmonthill Snowsports Centre
- Grangemouth Golf Course
- Up to 2 libraries

The rationale and supporting evidence for this is outlined in Appendix 2.

5.6 An Equalities and Poverty Impact Assessment (EPIA) for each of these is noted in Appendix 3.

5.7 It may be that community groups or clubs would be willing to take over the operation of these services. However this is not deliverable by 1 April 2018 and so it is our intention to return the facilities to the Council in the first instance to allow members and officers to make arrangements for their future operation or disposal. Nevertheless we would anticipate working closely with the Council and community to seek alternative management models.

## **6. Fees and Charges**

6.1 The setting of fees and charges is a matter solely for the Trust, in accordance with the requirements of having “charitable status.” In this respect the Trust established a set of principles that had at its core the aim of having customers perceive the fees and charges as representing ‘good value for money’. However, given the significant budgetary pressure on the Trust to generate additional income in 2018/19 and before, much work has been undertaken to determine the most appropriate fees and charges for all the activities and services that are provided.

6.2 The opportunity has been taken to maximise income from those areas that are valued by existing customers, such as in areas of continuing and potential growth, e.g. swimming lesson programme and health and fitness related activities.

6.3 It is expected that the actions proposed will deliver additional income in 2018/19, assuming participation levels are retained at existing levels. Similarly, the income projections associated with such a review assumes that all the services will continue to operate beyond the 1<sup>st</sup> of April 2018, however this may not be the case in some activity areas.

6.4 In addition to but outwith the work undertaken by the Charges Working Group, agreement has recently been reached with Children’s Services colleagues in the Council that schools wishing to participate in outdoor activities should be charged a fee, that equals the actual cost of the service provision. This will help ensure the ongoing delivery of such an important service to schools as they deliver their ‘Curriculum for Excellence’ agenda.

6.5 Similarly, it is intended that a charge of £1 be introduced to those visitors to Muiravonside Country Park, wishing to park their vehicles in the main car park area, whilst still allowing free access to the smaller car park at the entrance to the park.

6.6 Appendix 4 highlights the significant changes or proposals to Trust fees and charges in 2018/19, as there are many other adjustments which will be made. Following acceptance of the Business Plan, a full list of the Trust’s fees and charges will be prepared and communicated to customers before their implementation.

## **7. Capital Proposals**

- 7.1 The Council has allocated £620k of funding to the Trust for 2018/19 from its General Capital programme. The total amount awarded to the Trust represents approximately 1.6% of the total capital programme of the Council. The Audit & Performance Sub Group, who consider and monitor the Trust's capital programme, has previously agreed that the Trust's Capital Programme should consist of projects that resulted in one or more of the following outcomes and this approach has been maintained in the 2018/19 review process:
- Resolution of appropriate health and safety related matters
  - Ensure facilities or services continue to operate
  - Retention of existing levels of usage and/or income.
- 7.2 It was also intended that the delivery of projects that met the aforementioned criteria would also improve the customers' experience and attract additional income.
- 7.3 The projects that are planned for 2018/19 are detailed within Appendix 5, with the potential to accelerate some of these into this financial year where possible. However, the potential to install an outdoor synthetic tennis court at Denny Sports Centre, with support from external funding is no longer possible. It is proposed that some funds are therefore reallocated to the provision of an appropriate system to generate income from vehicular traffic to Muiravonside Country Park and to augment the allocation that has been identified to develop the reception area of Grangemouth Sports Complex.
- 7.4 In addition to this programme, further bids amounting to a total of £1.36m were submitted to the Council that would help to address many of the long outstanding backlog of maintenance items. However, it is not expected that the Council will allocate any funds to these items.
- 7.5 Income growth is often dependent upon the quality of the facilities and the expectations of customers, which in many cases, is not currently being met. The Council's Strategic Property Review has been unable to provide the Trust with a steer as to its wishes in relation to its facility provision. In this regard, the Trust's projects assume the position that all Trust operated sites would continue to operate in 2018-19.
- 7.6 Although the projects for 2018-19 have been identified, these must remain flexible, as often in the past facility breakdown and plant and machinery failures occur unexpectedly, given the relative poor condition of the portfolio of facilities currently operated by the Trust, which may require immediate decisions to be taken that alters the capital programme as outlined.

## **8. Helix Business Plan**

- 8.1 Each year the Council asks that the Trust share its Business Plan for the Helix as part of the service payment submissions.
- 8.2 The proposed Plan for 2018/19 is attached at Appendix 6. It builds upon the excellent foundations that have been laid thus far. It is particularly worth noting that the Helix was recently awarded a VisitScotland 5 Star Visitor Attraction award in recognition of the outstanding facilities, welcome and service the staff provide to visitors and locals alike. To maintain this recognition will require sustained effort from everyone involved. The Trust plans for the year ahead take cognisance of this and focus on marketing,

customer experience and maintaining the revenue streams on site. The support of the Council and Scottish Canals in supporting this work through their own plans and strategies is vital for continued success.

- 8.3 The Council is asked to approve the Helix Business Plan in Appendix 6.

## **9. Human Resource Implications**

- 9.1 As staff costs represent over 65% of our operating budget it is inevitable that many of the proposals impact directly on staff. As noted the income groups have provided a development opportunity for some staff and they have embraced the opportunity whole heartedly.
- 9.2 In previous years where services were proposed for withdrawal the Trust notified staff and begun statutory consultations on the assumption that any changes would be effective from 1 April in the following year. In each of the last three years the Council has initially supported the proposals then overturned their position at the Council Budget setting meeting in February. While this has been welcomed it has led to a high level of stress and anxiety for all staff involved, damaged the Trust reputation and impacted on our income generation.
- 9.3 We propose therefore to delay any formal communication with staff about withdrawal of service until the Council has made a definitive decision at its budget setting meeting taking account of a full and complete picture of its financial position and options. We will, however, brief all staff on the possible implications of the Trust recommendations and set out the likely timelines for final decisions to be made.
- 9.4 It remains the Trust Board's responsibility to take any and all decisions affecting the use of resources and we are simply allowing more time and clarity to be available to the Board prior to making a final decision. This may mean that full year savings will not be achievable as any that affect facilities and staff require 3 to 4 months lead time to implement. This may require additional options to be identified to deliver the overall savings in the year.

## **10. Community Implications**

- 10.1 The Business Plan Approach is a medium term Strategy that seeks to support the community as they consider how best to manage a shift from services and programmes delivered for them to one where the community has a much greater role not only in developing ideas around the type of provision, but in actually managing and delivering it. This takes time to identify community representatives who wish to be involved and for them to be upskilled to support the wider engagement and development.
- 10.2 The proposals to withdraw from facilities and services will be of great concern to those directly affected and the Trust will endeavour to advise the community of our recommendation at the earliest opportunity while recognising that we need to await feedback from the Council and so a phased approach is likely to be required. Where alternative provision is available the Trust will endeavour to encourage groups to make the change and to support that with additional resources where it is prudent to do so.
- 10.3 Inevitably the Trust and the Council is being asked to make some unpalatable decisions that the wider community do not want or support and the Trust will need to be robust in explaining our decision making process and act accordingly. We seek Council support in explaining the wider context within which the Trust is operating.

## 11. Financial Implications

- 11.1 The Business Plan brings together a number of strands of work some of which carry over from one year to the next. Others are new work streams that are intended to improve our financial stability against a back cloth of severe budgetary constraint.
- 11.2 The table below summarises the indicative financial position for 2018/19 and notes the request for a service payment of £10.027m in 2018/19, which takes full account of the £1.8m reduction requested by the Council.

<b>FALKIRK COMMUNITY TRUST</b>		
<b><u>2018/19 BUDGET</u></b>		
<b><u>BUDGET SUMMARY</u></b>		
	<b>BUDGET 2017/18</b>	<b>PROPOSED BUDGET 2018/19</b>
	<b>£'000</b>	<b>£'000</b>
Employee Expenses	11,883	11,336
Property Expenses	2,250	2,187
Transport Expenses	187	159
Supplies & Services	3,609	3,440
Third Party Payments	390	390
Support Services	806	806
Capital Costs	94	94
<b>TOTAL EXPENDITURE</b>	<b>19,219</b>	<b>18,412</b>
Service Payment	11,433	10,027
Other Income	7,686	8,040
Contribution from Reserves	100	345
<b>TOTAL INCOME</b>	<b>19,219</b>	<b>18,412</b>
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>

## 12. Risk Implications

- 12.1 The Trust Risk Register already flags at the highest red rating the risks to the business associated with the funding pressures from the Council in terms of both Capital and Revenue funding,
- 12.2 The backlog maintenance issues have been widely reported and are understood by both the Council and Trust staff. However the continued under investment in key sites leaves them vulnerable to service failure. Our inability to provide modern fit for purpose facilities severely constrains our ability to attract and retain customers thereby impacting on our ability to create a sustainable and thriving business, the result of which will impact on the wider Falkirk community in terms of their general health and well being and indeed their pride in the area.
- 12.4 Finally, the uncertainty around the Government decision on the recommendations of the Barclay Report and how the Council might respond if the recommendations were to be accepted, represents a new and significant level of risk for the Trust.



### 13. Conclusions

- 13.1 The context for this Business Plan report has been shaped by the increased pressure on Council and Trust budgets, the uncertainty surrounding the outcomes of the Government consideration of the Barclay Report and the Council request to plan for a reduction in the service payment of £1.8m.
- 13.2 The Business Plan Approach approved by the Council as part of the 2017/18 Business Plan has made good early progress particularly through the creation of the income growth project groups and the community engagement group. The engagement of a wider group of staff in these groups has generated new ideas and approaches to income generation. While it will take some time to fully implement the agreed investments we are confident of positive progress during 2018/19 and beyond.
- 13.3 Using reserves to mitigate against the time lag in the income growth and the community engagement programmes is very much a temporary measure to allow more time, for community groups in particular, to establish whether capacity exists to support us in this new approach.
- 13.4 It is extremely unfortunate that we are recommending withdrawal of services but this has only been done having explored all options for alternative funding and delivery.
- 13.5 The budget saving of £1.8m is derived as follows:
- |                    |              |
|--------------------|--------------|
| Income Growth      | £744k        |
| Efficiencies       | £100k        |
| Service Reductions | £711k        |
| Use of Reserves    | £245k        |
| <b>Total</b>       | <b>£1.8m</b> |
- 13.6 The ongoing areas of work including the Helix Business Plan, fees and charges reviews and Capital programme proposals are all intended to support the Business Plan Approach. The Council is asked to acknowledge the progress made to date; to note the pace of change designed to deliver income growth and to approve the service reductions taking account of the context and supporting information in the appendices.
- 13.7 A clear communications plan to brief all stakeholders will be required to be prepared and implemented.
- 13.8 While the proposals outlined address a significant reduction on the service payment they minimise the impact to some extent. The pace of change will need to be increased again to ensure that the income growth is achieved and the work to engage the community progress with greater urgency and impetus.

### 14. Recommendations

#### 14.1 The Council is asked to:

- a) **Note the income growth proposals and note the income projections set out para 4.2;**
- b) **Agree the changes and modifications to the facilities outlined in paragraph 4.3 to facilitate the achievement of the income targets in these sites.**
- c) **Note the use of £245,000 from the Trust unrestricted reserves as outlined in para 4.5;**

- d) Approve the various initiatives to tackle the reduction in funding through service efficiencies and reductions as outlined in section 5 and in Appendix 2;**
- e) Endorse the approach to fees and charges for 2018/19 as outlined in section 6;**
- f) Endorse the capital proposals for 2018/19 as outlined in section 7;**
- g) Approve the Helix Business Plan for 2018/19 as set out in Appendix 6;**
- h) Agree to prepare and implement a joint communications plan for stakeholders and communities in respect of the proposals to withdraw from the facilities identified in section 5**
- i) Agree to jointly develop a process for identifying and agreeing which libraries the Trust should withdraw from.**

Maureen Campbell  
Chief Executive

#### Appendices

Appendix 1 Income Growth Project Summaries  
Appendix 2 Service Efficiencies and Reductions Proposals 2018/19  
Appendix 3 Equality and Poverty Impact Assessment Summary  
Appendix 4 Fees and Charges Proposals 2018/19  
Appendix 5 Capital Proposals 2018/19  
Appendix 6 Draft Helix Business Plan 2018/19

## Asset Implications of Trust Business Plan 2018/19

### Hallglen Sports Centre

The Centre has a substantial backlog maintenance requirement and is considered no longer 'fit for purpose' by FCT. It needs significant investment in plant and equipment and the internal fabric of the building is in need of major refurbishment. A minimum of £300,000 is required to return this facility to an operational state. Sports facilities are available locally at Falkirk HS, Woodlands PS and Graeme HS, although not all of the Hallglen groups can be, or are willing to, relocate to alternative facilities

An historical agreement is in place with the Church of Scotland enabling them to use part of the premises. This is a consequence of having invested £40k in the construction works 40 years ago in 1978. Positive initial discussions have taken place with representatives of the Church over its requirements. They have not conducted church services in the facility for over 5 years and their principal activities in the area are conducted at neighbouring facilities (Ettrick Dochart Hall or the primary school). The Church would like the opportunity to continue to have access to facilities in the Hallglen area and discussions are proceeding on this. The Ettrick Dochart Hall is the subject of asset transfer discussions being led by Childrens Services and the Church's interest in access to such facilities and capacity to assist with asset transfer discussions is noted.

FCT has highlighted that a local sports club has shown interest in asset transfer. This has not been followed up by the local sports club and it remains unclear as to the capacity of this group to proceed with this and the poor condition of the facility inhibits this option. FCT would help relocate any community group to alternative facilities where at all possible and the proposed conversion of Stenhousemuir Sports Centre into a gymnastics centre may help accommodate this particular group and help support the sport more generally in the wider Falkirk area.

It is concluded that asset transfer of Hallglen Sports Centre is not viable. It is suggested that the Council declares this asset surplus to operational requirements and demolishes the building with the site being made available for redevelopment.

#### **Recommendation:**

- a) agree to FCT's proposal to withdraw from its operation of Hallglen Sports Centre**
- b) declare the property surplus to operational requirements and proceed with demolition**
- c) finalise alternative options with Church of Scotland**
- d) consider redevelopment options for the site**

### Denny Football Centre

This facility comprises the games hall of the former Denny High School and was established as a standalone, serviced facility following the demolition of the school. The venue is in a poor location and, despite recent investment, the fabric of the building is in a poor condition with a substantial backlog maintenance requirement. An internal artificial surface 'pitch' was fitted 3 years ago with the intention of creating a 'footballing campus' alongside the two existing grass pitches and a potential 3G synthetic pitch. The facility is regularly used at peak times by local children's football teams. The two external grass pitches are also in use by local teams.

Discussions would be necessary with **sportscotland** over the need to maintain levels of sports pitch provision in this area arising from any rationalisation measures. Through its capital programme (and subject to **sportscotland** feedback & parallel financial support for the proposal) the Council has agreed to provide an allocation of funds to Dunipace Juniors for the purpose of them constructing an outdoor 3G synthetic pitch facility at their site. Subject to **sportscotland** funding and comments being received on these proposals, Denny Football Centre is expected to become surplus upon the completion of the Dunipace Juniors project. While there has been some community interest in taking on responsibility for the management and operation of Denny Football Centre this has not been followed up. Any such arrangement would require agreement in appropriate terms as either a lease/sub-lease or disposal and probably on a relatively short term basis, pending the completion of the Dunipace synthetic pitch.

The sports pitches sit prominently within the overall former Denny High School site which is being marketed for redevelopment at present. Consideration of the effects on delivery of this wider disposal and the masterplan for redevelopment of the site will also be necessary. Closure of Denny Football Centre may also require the provision of a pavilion and parking provision if the grass pitches continue to be required and work is needed on this requirement. Housing Services have indicated interest in examining the prospects for social rented housing on the site.

***Recommendation:***

- a) confirm position re delivery of Dunipace Juniors site with sportscotland***
- b) if proceeding at Dunipace Juniors, agree to FCT's proposal to withdraw from the operation of Denny Football Centre***
- c) examine requirements for a replacement pavilion & parking adjacent to the two existing grass pitches***
- d) declare the Denny Football Centre property surplus to operational requirements and proceed with demolition***
- e) consider redevelopment options as part of masterplanning for the wider site, including discussions with Housing Services and sportscotland***
- f) if not proceeding at Dunipace juniors, progress further discussions with FCT over options at the site including potential for asset transfer of Denny Football Centre or provision of pavilion to serve existing pitches***

**Polmonthill Snowsports Centre**

Polmonthill Snowsports Centre shares a car park and access road with Grangemouth Golf Course. The facility has a substantial backlog maintenance requirement needing an upgraded surface and ski-lift equipment. FCT advise that skiing serves a relatively small section of the community, however withdrawal from this facility would remove a visitor facility in the area. The scope for future use by schools (& resultant income) is flagged up by FCT, but no commitment is evident at this stage. FCT advise that other options for ski provision may still be available in the Central Belt. If considering alternative uses, it is unlikely that a community group would come forward seeking use of the facility. Options to market the site to seek commercial involvement (possibly in conjunction with the golf course) might be considered. Should these prove unsuccessful the property and site facilities will require to be removed.

**Recommendation:**

- a) agree FCT proposal to withdraw from its operation of Polmonthill Snowsports Centre**
- b) declare the site as surplus to operational requirements**
- c) market test (potentially with golf course) to determine if any alternative operators available**
- d) if no response, proceed with demolition and marketing of cleared site**

**Grangemouth Golf Course**

FCT's proposal to withdraw from Grangemouth Golf Course would affect the operation of the Grangemouth Golf Club and the pavilion (the first floor and part of the ground floor property is leased by Grangemouth Golf Club).

The course has been improved in recent years which has resulted in increased usage and income generation, however the facility is still supported by a subsidy which permits lower fees and charges to customers to ensure that the sport of golf is accessible to all. If FCT withdraw from the course, the club is, at this point in time, unable to undertake its management. However the Club has expressed a desire to work towards their management of the facility as a whole in the future and have created a specific working group to work to this end. FCT & Council officers have been working with the Club in an attempt to reach an agreed position that would enable FCT to operate the facility at a break-even position by increasing charges and reducing maintenance costs in 2018/19. It is hoped that a mutually agreeable arrangement can be reached that will allow FCT to withdraw this particular proposal from its Business Plan, whilst still meeting the associated reduction in its budget allocation for this particular site. The Club would work towards the management of the course from April 2019. The pavilion is leased from the Council (£13k income annually) and this income would be a cost to the Council if the facility closes.

FCT advise that several commercial golf courses exist in the wider Forth Valley area to which existing customers might transfer. The implications of withdrawal from the golf course and ski centre should be considered together as they share some resources and options involving commercial operators, sub-lease or community asset transfer should be examined. If market testing proves unsuccessful the buildings would require to be demolished and the golf course transferred to other countryside/open space uses.

**Recommendation:**

- a) Allow FCT/FC and the Golf Club to agree to arrangements which would enable FCT's operation of the course and associated facilities, at a financial break-even position pending the Club preparing a Business Plan submission to FCT/FC with a view that they manage the facility from April 2019.**
- b) The Council extends the Golf Club's existing lease of the first floor facility of the club house until the end of March 2019**
- c) If the above actions fail to materialise then there will be no option but to :**
  - proceed by declaring the property surplus to operational requirements**
  - undertake market testing (with Snowsports Centre)**

## Library Withdrawals

The Council has a statutory obligation to ensure that an 'adequate level of library provision' is provided. The Trust currently operates eight libraries across the Council area. Four of these fall within the East Locality, three within the West Locality and one in the Central locality. The table below shows the current net operating costs (& consequent savings potential) of each library: -

Library	Savings potential
Bo'ness	£197k
Falkirk	£410k
Grangemouth	£282k
Meadowbank	£247k
Bonnybridge	£151k
Denny	£187k
Larbert	£271k
Slamannan	£33k

FCT suggested that up to two libraries be closed as part of its business plan savings package. At this stage, FCT has not provided a clear recommendation as to which two libraries should be closed, suggesting that an exercise be conducted using appropriate criteria on which to base any recommendation on closure.

At the December meeting, the Council did not accept the Trusts proposal to close two libraries and asked that consideration be given as to how the £330k saving could be achieved through reduced hours or co-location with other services. Initial thoughts on this are detailed below but given ongoing budget pressures more detailed consideration will be required to evaluate all options and ensure that the provision of libraries is sustainable going forward.

### *Reduced Hours*

FCT advise that if the scale of savings proposed is sought through reduced hours, this would require the closure of all existing libraries on Mondays, Saturdays and Tuesday evenings. This would represent a significant reduction in the availability of the service, from 45 hours per week to 28 hours per week. It is not recommended by FCT. The Trust highlights the demands in local communities for access throughout the week e.g. for use of IT terminals for benefits applications. There would also be an impact on all library staff, with costs of voluntary severance or compulsory redundancies which FCT advise are not affordable. FCT remains of the view that the budget gap of £330k is unable to be met through reduced hours and for this reason suggested withdrawing from at least two library facilities.

### *Co-location*

Co-location is being considered with regards to a number of services and assets as part of the Strategic Property Review and locality planning exercise. The potential to co-locate with library facilities offers benefits in shared (and lower cost) use of the facilities whilst enabling access for customers to a wider range of services.

An immediate opportunity for co-location has arisen at Falkirk Library. Work is taking place to find a suitable location for the Central Advice Hub (arising from the impending lease termination at Callander Square). A design and package of works for this proposal is underway with the intention (if agreed) of achieving delivery of this by December 2018. Funds are available within the capital programme for delivery of the central hub facility. Revenue savings (to HRA and the general revenue budget) would arise from the closure of the Callander Square (& related one-stop shop) facilities, however these will contribute towards existing Council savings & the contribution towards meeting FCT's proposed package of savings is limited.

Other co-location options have been highlighted, e.g. there may be potential to co-locate some neighbourhood services into Larbert library thus closing Stenhousmuir Housing Office. This would allow service provision from the library and sharing of running costs between FCT/HRA and Council budgets. At Grangemouth, FCT has suggested the potential of co-locating within the Grangemouth Sports Complex/Grangemouth Community Education facility. While this would have benefits in shared use of this facility it may impact adversely on the town centre and prospects for re-use of the existing building.

More work is required to resolve appropriate options, prepare designs, undertake procurement and confirm the financial business cases for co-location proposals. However time is of the essence as the FCT Business Plan requires to be considered by the Council at its budget meeting in February. Whilst FCT is supportive of such co-location proposals, action will be necessary to finalise the works programme and determine the anticipated savings that might result. This must acknowledge however that the full extent of the £330k proposed in 2018-19 would be unable to be realised by co-location.

It is acknowledged that the Council's budget constraints over the longer term suggest that a similar position might arise next year. To ensure delivery of the agreed Library Development Plan FCT suggests a need to focus delivery of the service on a smaller number of key facilities with a partnership approach of co-locating with Council and other services. FCT recommend that library facilities continue to operate at 45 hours of opening per week to provide a high quality of service accessible to all. It is suggested that any decision to reduce library opening hours cannot be taken until further in-depth work is undertaken and that this should be included in the locality planning process.

***Recommendation:***

- a) acknowledge that the scope to achieve £330k budget savings from reduced hours and co-location projects in libraries is not achievable in 2018/19***
- b) agree to progress a programme of co-location projects, commencing with Falkirk Library/Central Advice Hub (following confirmation of costs)***
- c) officers to undertake work on longer term savings options involving reduced hours, potential co-location options and, where necessary library closures***

# Integration Joint Board





Enquiries to: Patricia Cassidy  
Date: 6 February 2018  
Email: [patricia.cassidy@falkirk.gov.uk](mailto:patricia.cassidy@falkirk.gov.uk)  
Ref: 04\_18/PC/MC

Mary Pitcaithly  
Chief Executive  
Falkirk Council  
Municipal Buildings  
West Bridge Street  
FALKIRK  
FK1 5RW

Dear Mary

**RE: Integration Joint Board (IJB) Business Case 2018/19**

Please find attached a report on the draft IJB Business Case considered by the IJB on 2 February 2018. The IJB approved submission of this report to Falkirk Council for consideration at the budget meeting on 28 February 2018.

At the Falkirk Council meeting on 6 December 2017, savings options of £2.330m were presented by the IJB. Council requested that the IJB produce savings options totalling £3m. The IJB was also asked to review the proposed charges, particularly in respect of the equalisation of day care charges. The purpose of this report is to present the IJB's response to the Council's findings, including presentation of revised savings options for Council consideration.

The draft Business Case includes an inflationary increase of 3% on Adult Social Care charges but removes the equalisation of day care charges options. It is recognised that the current charging policy is fragmented and a full review of the charging policy is required. The most appropriate way to take this forward would be for a review of the charging policy during 2018/19, to be implemented from 2019/20. This exercise could be part of a wider charging review by Falkirk Council. The IJB recognises that decisions on charging rest with the Council but it has endorsed the recommendation for a review.

Appendix one of the draft Business Case sets out savings in relation to Adult Social Care.

The savings have been given risk ratings which reflect deliverability and/or impact on service delivery or redesign.

Council will note that there are two savings options which have been rated red or high risk. These are:

1. Younger Adults Day Services
2. Additional Older Adults Day Services

The options outlined at appendix one demonstrate how challenging delivery of £3m of savings will be for the IJB in 2018/19. The red rated risks, and a number of the amber rated risks, reflect savings that the IJB would not want to implement at this time, but would have to attempt to deliver in order to meet the quantum of savings required.

The report recognises the better than anticipated financial settlement for Falkirk Council, not known at the time of the Council meeting on 6 December. Whilst this remains a challenging time for the Council, it is hoped that the savings requirement for the IJB could be reduced to reflect the improved position.

Furthermore, there are a number of areas within Adult Social Care that would benefit from further investment, not least Younger Adults Day Services redesign.

Feedback from the Falkirk Council budget meeting on 28 February will be fed back to a special meeting of the IJB on 16 March 2018, along with updated savings options. Final approval of savings options will be sought at this meeting.

If there are any other questions or information requirements that would help the council considerations, please let me know.

Yours sincerely

**Patricia Cassidy**  
**Chief Officer**  
**Falkirk Health & Social Care Partnership**



**Title/Subject:** Falkirk Integration Joint Board Business Case 2018/19 Update  
**Meeting:** Integration Joint Board  
**Date:** 2 February 2018  
**Submitted By:** Chief Finance Officer  
**Action:** For Decision

## **1. INTRODUCTION**

- 1.1 The purpose of this report is to provide an update on the development of the IJB Business Case for 2018/19. This update covers the Adult Social Care element of the budget only. A report combining the Adult Social Care and NHS budgets for 2018/19 will be submitted to the Special IJB to be held in March 2018.

## **2. RECOMMENDATION**

The IJB is asked to:

- 2.1 Approve the draft programme of savings options set out in Appendix 1 of the Business Plan
- 2.2 Approve the update to the Business Plan for submission to Falkirk Council in February as part of their budget setting process.
- 2.3 Note that an update to the Business Plan will be prepared for the next IJB meeting to include savings options for the Partnership as a whole.
- 2.4 Endorse recommendation that the charging policy for social care be reviewed during 2018/19 with a transition to the new charges being implemented from 2019/20.

## **3. BACKGROUND**

- 3.1. The Integration Scheme of the Falkirk IJB sets out how Falkirk Council and NHS Forth Valley will work together to integrate services. The scheme has a Finance section which outlines the mechanism for agreeing the payments from both partners to the IJB. Section 8.3 of the scheme covers the requirement for a business case to be presented by the IJB to the partners as part of the negotiation process.
- 3.2. In December the IJB approved the draft Business Case for submission to Falkirk Council as part of its budget setting process. Falkirk Council considered the Business Case at their meeting on 6 December.

#### **4. FEEDBACK FROM FALKIRK COUNCIL**

- 4.1 When the Business Plan was prepared, it was noted that whilst the Council could be looking for £4m of savings or efficiencies, a total of £2.3m had been identified by the Partnership. The Business Plan outlined the difficulties in trying to achieve the £4m total in 2018/19 and acknowledged that a shortfall of £1.7m remained.
- 4.2 Feedback from the Falkirk Council meeting was as follows:
- The Council do not want any closure of care homes
  - The Council would like to see savings options of £3m (revised downwards from the original £4m)
  - There were concerns regarding the charging proposal for the equalisation of day care charging rates. The proposal to increase charges by 3% across the board, in line with inflation, was not challenged. It must be noted that under the legislation, responsibility for setting Adult Social Care charges remains with the Council.
- 4.3 Removal of the equalisation charging option would reduce the identified savings total from £2.330m to £2.130m. As noted above, this assumes the 3% inflationary uplift will be applied to charges.

#### **5. REVISED SUBMISSION TO FALKIRK COUNCIL**

- 5.1 Officers have been meeting to identify further savings options for submission to the IJB. The draft IJB Business Case set out the challenge of identifying further savings options, not least due to limited staff resource and capacity. There are also concerns about the impact of individual savings on a whole systems approach. The risk rating attached to each savings options reflects both deliverability and the potential consequences on quality of service and/or the ability of the IJB to meet its strategic objectives.
- 5.2 The draft Business Case noted that the Partnership is not yet fully integrated with significant structural change intended to take place over the next year. The development of savings by the Partnership is in the context of a significant financial overspend in 2017/18 and reliance on non-recurring savings. At this stage the financial risk going into 2018/19 is unclear although work is ongoing in this area.
- 5.2 Officers have considered the options around charging. It is recognised that the charging policy for social care is fragmented and that Falkirk generally has some of the lowest charges across Scotland. In order to develop a robust charging policy for Adult Social Care a full review of the charging policy is required and this should not be carried out in a piecemeal way. The optimum solution would therefore be for the charging policy to be reviewed during 2018/19 with a transition to the new charges being implemented from 2019/20. Whilst there are capacity issues within

the Partnership for carrying out such a review, this exercise could be part of a wider charging review carried out by Falkirk Council. However, it should be noted that this removes the potential for additional income to be recognised from charging in 2018/19 (beyond the standard inflationary increase).

- 5.3 There were no home care savings included in the draft Business Case for 2018/19, presented to the December IJB. The reasons for this decision were highlighted in the Business Case and included the following:
- A review of home care is ongoing and there is a need to build up capacity in the service to support more people to remain at home, avoid hospital and care home admission and support discharge
  - The current tender process for independent sector home care provision is anticipated to lead to some upward cost pressures
  - Home care has a key role in responding to the needs of an increasingly elderly demographic, particularly those in the 75+ category
  - Negotiations on the National Care Home Contract are ongoing and if unsuccessful this could have a negative impact on the budget.
- 5.4 Whilst these reasons remain valid, the Partnership will be unable to achieve further savings without reducing spend in this area. A contribution to savings from home care has therefore been included in savings reference 1.1 (High Cost Care Packages) in Appendix 1. The earlier title of this saving, Supported Living Packages, has been replaced by High Cost Care Packages. This reflects that some of the savings in this area will come from mainstream home care services in addition to the saving in Supported Living Packages. The saving amount has been increased accordingly from £600k to £800k. The risk rating for this saving has moved from green to amber indicating that the saving is both difficult to achieve and could negatively impact on the whole system approach to care.
- 5.5 Two savings options have been added which both have a red risk rating attached - £0.185m for Younger Adult Day Services and a further £0.200m for Older Adult Day Services. In both cases, the risk rating reflects the significant pressure that would be put on these areas in order to deliver these further savings in 2018/19. This pressure could affect deliverability and would not allow service changes to be introduced with the optimum processes in place for consultation and recommissioning of services.

## **6. OUT OF SCOPE ADULT SOCIAL CARE BUDGETS**

- 6.1 The £3m saving for the IJB Adult Social Care budget is not the only saving which impacts on the Adult Social Care budget. The Council are also proposing to take a further £0.5m of savings from rebasing the out of scope budget for Adult Social Care. Whilst the figure of £0.5m is noted as rebasing, it is in fact slightly higher than the current projected underspend. In addition, this underspend includes a number of training budgets which could impact on delivery of the transformation agenda.
- 6.2 The total budget savings for Adult Social Care is therefore £3.5m, of which £3m is in scope of the IJB. This is a total reduction of 5.4% on the total Adult Social Care budget (in scope and out of scope).

## **7. SCOTTISH GOVERNMENT DRAFT 2018/19 BUDGET**

- 7.1 The draft Scottish budget was announced by the Scottish Government in December 2017. This draft budget is now subject to negotiation. The 2017/18 budget settlement for Local Government improved following negotiation between the SNP and the Green Party. The Green Party have once again indicated that they would like to see an improved settlement for Local Government in 2018/19. The outcomes of these negotiations won't be known until 21 February 2018 but these could impact on funding levels for the Partnership.
- 7.2 The settlement letter sent by the Scottish Government to local authorities on 14 December 2017 included the following paragraph:
- “In 2018-19 an additional £66 million is included in the settlement allocations to support additional expenditure by local government on social care in recognition of a range of pressures they and integration authorities are facing, including support for the implementation of the Carers (Scotland) Act 2016, maintaining our joint commitment to the Living Wage (including our agreement to now extend it to cover sleepovers following the further work we have undertaken) and an increase in the Free Personal and Nursing Care payments. This funding is provided directly to local authorities and is in addition to the £355 million baselined provision transferred from NHS Boards to Integration Authorities. I will look to local authorities to continue to prioritise their financial support for social care.”
- 7.3 The 6 December 2017 decision by Council was based on a projected revenue grant reduction of £8m. Following the Scottish Draft Budget announcement the reduction to the Council's revenue grant was c£4m. It is recognised that this settlement still presents a significant challenge for the Council with difficult decisions to be taken. However, it is hoped that the Council may consider using some of the additional funding received, or that funding which may come as a result of ongoing negotiations in the Scottish Government, to reduce the savings requirement of the IJB.

## **8. CONCLUSIONS**

- 8.1 Following approval by the IJB, the draft Business Case for 2018/19 was considered by Falkirk Council on 6 December. The Council has asked the IJB to develop savings of £3m (a reduction of the £4m previously requested) but has requested no care home closures and no equalisation of day care charges.
- 8.2 Development of £3m of savings is challenging for the Partnership, in part due to staffing and capacity issues within the Partnership which is not yet fully integrated. This report presents savings of £3m and highlights the challenges associated with those savings, both in terms of deliverability and the impact on quality of services and delivery on strategic objectives.
- 8.3 If approved, the savings proposed at Appendix 1 will be submitted to Falkirk Council as part of their budget considerations on 28 February 2018.

### **Resource Implications**

The resource implications are considered in the body of the report.

### **Impact on IJB Outcomes and Priorities**

The report sets out the savings which can be achieved whilst the Partnership works to deliver the outcomes and priorities of the Strategic Plan.

### **Legal & Risk Implications**

Key risks set out in the report include the capacity of the management team to deliver operational services, delivery efficiencies and implement significant service changes. A support structure will be developed to mitigate these risks.

The savings set out in Appendix 1 include a risk rating. These risk evaluations take into account both risks associated with deliverability of the saving and/or the impact of the saving on quality of service, delivery of strategic objectives and the whole systems approach that the Partnership has committed to take.

The risk of using non-recurring savings to achieve financial balance in 2018/19 is set out. However, the use of these funds is to give the Partnership sufficient time to deliver significant service changes which should result in future efficiencies.

### **Consultation**

Requirements for consultation on the proposed savings programme will require to be considered.

### **Equalities Assessment**

An equalities assessment will require to be prepared for each of the savings proposals.

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Approved for Submission by: Patricia Cassidy, Chief Officer, Falkirk Health and Social Care Partnership





**Author – Amanda Templeman, Chief Finance Officer**




**Date:** 18 January 2018

**List of Background Papers:** The papers that may be referred to within the report or previous papers on the same or related subjects.



A. SAVINGS 2018/2019						
1. Efficiency Savings						
Ref	Title	Budget £m	Saving Amount £m	Comments	Risk	
1.1	High Cost Care Packages	13.920	0.800	Deliverable through reablement informed reviews. Deliverability was previously assessed as low risk in light of 16/17 and 17/18 experience of achieving savings in this area of service. However, the increase in the savings to be achieved requires an amber risk rating. The reason for the amber rating is that a reduction will be required in higher cost mainstream home care packages where the Partnership doesn't yet have the experience and practice base established to give full confidence of short term savings.		
1.2	Reduction in costs relating to sickness absence	-	0.100	This saving will be delivered through a reduction in levels of sickness absence. The reduction will be achieved through a programme of enhanced management of sickness absence and a focus on prevention. This proposed saving has an amber risk for deliverability reflecting known experience of our efforts to reduce sickness absence.		
1.3	Improved rotas at Care Homes for Older People		0.050	This saving will be delivered through reduction in staffing costs derived from more efficient staff deployment. The saving has been given an amber rating as further work is required in this area.		
1.4	Younger Adults Day Services		0.185	The Partnership is currently working through a programme of co-produced redesign of Day Services to improve and build capacity to respond to future demand. A requirement to deliver further savings for		

					<p>this area of provision during 2018/19 could adversely impact the ongoing work to build a new service delivery model. This has resulted in the red risk rating.</p>	
<b>2. Changing Models of Service Delivery</b>						
Ref	Title	Budget £m	Saving Amount £m	Comments	Risk	
2.1	Reduction in spend on purchased care home placements	33.958	0.400	This requires to be delivered through redesign enabling more people to be supported in their own homes. This proposed saving has an amber risk reflecting the interdependencies with wider improvement efforts in the area of Care at Home.		
2.2	Provision of Equipment	0.325	0.030	This saving will be delivered through redesign and review, supported by the shift towards reablement, self-management (ADL Smartcare) and revised approach to Eligibility Criteria. This saving has a green risk rating given the enablers referred to above.		
2.3	Older Adults Day Services	2.427	0.200	This saving will be delivered through a combination of increased efficiency in the existing service delivery model and redesign through review of that model. This saving has a green risk rating for deliverability, based on knowledge of existing provision.		
2.4	Older Adults Day Services	2.427	0.200	Additional savings from Older Adults Day Services for both in house and externally commissioned services. This saving has been given a red risk rating because delivery in 2018/19 would not allow for full public consultation and recommissioning of services for individuals.		
<b>3. Increasing Income &amp; Other Savings</b>						
Ref	Title	Budget £m	Saving Amount £m	Comments	Risk	

3.1	Application of Integration Funding	-	0.700	<p>A one off application of the IJB's Integration Funding reserves.</p> <p>This type of funding is not sustainable but will buy time to implement more radical service delivery changes.</p>	
<b>Ref</b>	<b>Title</b>	<b>Budget £m</b>	<b>Saving Amount £m</b>	<b>Comments</b>	<b>Risk</b>
3.2	Charging Income	11.161	0.300	This saving would be delivered through a standard rate increase by 3% on all services. This would be in line with state pension increase in 18/19.	
3.3	Supporting People Budget		0.035	Deliverable by reducing spend on the Supporting People budget following partner organisations having ceased their activity in this area of service provision, therefore no longer requiring payment.	
<b>TOTAL</b>				<b>3.000</b>	

## ANNEX C

### SOCIAL WORK SERVICES

#### REVIEW OF FEES AND CHARGES 2018/19

##### Older Peoples Homes

	<u>Current Charge</u> <u>Per Resident</u> <u>Per Week</u> £	<u>Proposed Charge</u> <u>Per Resident</u> <u>Per Week</u> £	<u>Proposed Charge</u> <u>For pre-April 2008 residents</u> <u>Per week with</u> <u>Transitional Protection</u> <u>And maximum 3% increase</u> £
		Current Charge Plus 3% Increase	
Burnbrae	773.06	796.25	722.57
Cunningham House	773.06	796.25	796.25
Grahamston	773.06	796.25	788.92
Summerford	773.06	796.25	731.20
Torwoodhall	773.06	796.25	796.25

All placements made to our Older Peoples Homes by other Local Authorities or Health have been charged at actual cost from 1 April 2010.

##### Day Centre Charges to Other Local Authorities

	<u>Current Charge</u> <u>Per client</u> <u>Per day</u> £	<u>Proposed Charge</u> <u>Per client</u> <u>Per day</u> £
Bainsford	98.72	101.68
Camelon	102.79	105.87
Oswald Avenue	86.42	89.01
Dundas	153.86	153.86

##### Caledonia Services

	<u>Current Charge</u> <u>Per client</u> <u>Per day</u> £	<u>Proposed Charge</u> <u>Per client</u> <u>Per day</u> £
Caledonia Services	86.42	89.01

### **Meals on Wheels, Lunch Clubs and Day Centre Lunches**

	<b><u>Current Charge</u></b> <b><u>Per Meal</u></b>	<b><u>Proposed Charge</u></b> <b><u>Per Meal</u></b>
	£	£
Meals on Wheels	3.40	3.50
Lunch Clubs	3.40	3.50
Day Centre Clients	3.40	3.50

### **Housing with Care Meal Charges**

	<b><u>Current Charge</u></b> <b><u>Per Meal</u></b>	<b><u>Proposed Charge</u></b> <b><u>Per Meal</u></b>
	£	£
Breakfast	0.80	0.82
Lunch	2.07	2.13
Tea	0.93	0.96

### **Joint Dementia Initiative**

	<b><u>Current Charge</u></b> <b><u>Per client</u></b> <b><u>Per week</u></b>	<b><u>Proposed Charge</u></b> <b><u>Per client</u></b> <b><u>Per week</u></b>
	£	£
“Time to Share” - Respite	84.51	87.05

### **Rowans Short Breaks Service**

	<b><u>Current Charge</u></b> <b><u>Per night</u></b>	<b><u>Proposed Charge</u></b> <b><u>Per night</u></b>
	£	£
Client’s contribution	See NOTE	

*Note: From 1 April 2016, the charge has been determined through a full financial assessment to take account of individuals’ personal income and DWP benefits and allowable statutory deductions. This procedure is applied to other service users regardless of their care group/establishment when they attend respite provision.*

**Charges for Non Residential Services Subject to Weekly Cap**

	<b><u>Current Charge</u></b> <b><u>Per Week</u></b> £	<b><u>Proposed Charge</u></b> <b><u>Per Week</u></b> £
Domiciliary Care (over 65's)	5.88	6.06
MECS	3.46	3.56
Day Care (Over 65's)	5.26	5.42

	<b><u>Current Charge</u></b> <b><u>Per Delivery</u></b>	<b><u>Proposed Charge</u></b> <b><u>Per Delivery</u></b>
Shopping Service	5.83	N/A

	<b><u>Current Charge</u></b> <b><u>Per Hour</u></b>	<b><u>Proposed Charge</u></b> <b><u>Per Hour</u></b>
Care at Home (under 65's)	10.56	10.88

	<b><u>Current Charge</u></b> <b><u>Per Week</u></b>	<b><u>Proposed Charge</u></b> <b><u>Per Week</u></b>
Day Care (Under 65's)	28.00	28.84

**Maximum Weekly Charges for Services Subject to Weekly Cap**

	<b><u>Current Charge</u></b> <b><u>Per Week</u></b>	<b><u>Proposed Charge</u></b> <b><u>Per Week</u></b>
Under 65's	28.00	28.84
Over 65's	15.17	15.04*

*\*Cessation of Shopping service has led to a reduction in the Weekly Cap for over 65's.*