

Committee: Cabinet

Date of meeting: 18 September 2019

Subject:	Community Support Services permanent staffing requirements/fees and charges
Lead Officer:	Melanie Bussicott - Head of Community Support Services
Portfolio Holder:	Councillor Tannia Shipley, Portfolio Holder for Social Affairs
Link to Council Priorities:	Wellbeing/Quality Services
Exempt information:	None
Delegated status:	For recommendation to Council on 2 nd October 2019
Key Decision:	N/A

Executive Summary:

- Community Support Services provides a wide range of specialist services to enable an ageing population across the borough to stay independent by providing services within Centres and to the people's homes. This ensures residents can maintain independence by accessing vital support and, in so doing, also providing vital support to family carers. Our range and depth of services has been unique across Surrey and we recognise the vital need of sustaining these services with appropriate staffing levels and to maintain a very high level of front-line services.
- This report looks to ensure we have a robust staffing structure going forward enhancing the staff team accordingly but also looking to ensure we have a sustainable provision for the future through appropriate and balanced fees and charges
- Community Support Services takes the opportunity to review services to ensure they can best meet both service and customer needs within available resources. In January 2019 Community Transport and Centres were reviewed and this report considers our Cobham Link Service, Community Alarm and Telecare Service, Relief Care Services and Community Transport.
- This report proposes that firstly, the Cobham Link Centre Assistant post for 25 hours a week that is currently on a fixed term contract is made permanent based on a fully costed business case due to considerable growth in the Cobham Link Service over the last 6 months.
- Secondly, that the Community Alarm and Development Officer post 21.6 hours a week, currently on a one year fixed-term contract concluding in October 2019, is made permanent. Again, supported by a fully funded business case.
- Thirdly, the proposal is that three part time Drivers and three Relief Care Centre Assistants who currently work regularly on a casual basis move to being contracted and salary budgets are moved accordingly.
- Finally, the opportunity is taken to consider fees and charges for Community Support Services that would come into effect from January 2020. This is in line with previous fees and charges and still puts us in the lower/middle quartile of fees and charges comparing other Boroughs and District Councils across

Surrey. The core fees and charges principles, in terms of increases, have now been maintained for the last two years and we are now proposing that these increases should be for a 3-year period. This is to ensure we can continue to sustain our core service provision mindful of potential further reductions in Surrey County Council grants coupled with some unknown risks around elements of food costs and other associated costs going forward in the future. So, we are recommending that the fees and charges core principles agreed by Cabinet will be maintained in terms of level of increases over the next 3 years.

Recommended that:

- a) **the Cobham Link Centre Assistant post (25 hours a week) is made a permanent position (with the additional cost funded from increases in income from volume/daily charges);**
- b) **the Community Alarm and Telecare Officer post (21.6 hours a week) is made permanent (with the additional cost funded from increased income from volume/monthly charges);**
- c) **3 part-time Community Transport Contracted Driving posts be introduced. This can be achieved within existing budgets by moving casual driving salary to contracted salaries;**
- d) **3 part -time Relief Care staff contracted posts be introduced. This also can be achieved within existing budgets by moving casual staffing salary to contracted salaries;**
- e) **proposals for Community Support Services fees and charges as detailed in Appendix A be agreed and come into effect in January 2020 to sustain key services and remain in the middle quartile of fees and charges when comparing other Surrey authorities; and**
- f) **we recognise that outside financial support from Surrey County Council for several services has reduced in recent years and that there may well be further reductions in the three years beyond 2020/21, and we are proposing that the principles with respect of fees and charges increases outlined in the report will be adopted for a further 3 years from 2020/21, as set out in this paper.**

Report:

1. Background

- 1.1 The core focus of this report is to recognise that Community Support Services has a high level of specialist frontline provision which provides a life line to residents and their carers but we need to ensure that we have appropriate staffing in place to meet an increasingly ageing population with respective needs, support carers and maintain safeguarding and ensure that we have core staff in place. Finally we are mindful of the significant grant reductions from Surrey County Council and the risk of future reductions.

1.2 So, this report has a two-fold purpose, firstly to look at ensuring we have robust staffing levels to maintain core services listed below and secondly to consider fees and charges to maintain these activity levels across;

- Cobham Link Service
- Community Alarm and Telecare Services
- Community Transport services
- Relief Care Services.

1.3 In the last year:

- 51,059 Meals on Wheels were cooked in kitchens and delivered by volunteers, including supper services
- 38,913 Meals were cooked and served at Centres
- Over 2000 Community Discount Cards were purchased
- 11,632 wellbeing appointments were provided across our Centres
- 22,230 hired hours across Centres for additional community activity
- 102 regular hirers across our Centres
- 122 one off hirers using our Centres outside core operating times
- £76,278 income from the coffee shops
- 44,000 passengers transported by our Community transport services
- 386 new alarm installations and 1700 customers benefit from the Service
- 4,637 specialist dementia day care places offered across our Centres
- 86 Cobham Link places offered weekly and the numbers are expanding, and we launch a Molesey Link service in September

We need to ensure this level of activity is maintained and can also respond to new customer's needs.

2. Cobham Link Service

2.1 The Cobham Link service is for adults with learning disabilities to encourage personal development and wellbeing with the service based at our Cobham Centre for the Community, to develop social and life skills, to enable volunteering in the community and to nurture confidence and creativity.

2.2 The Cobham Link service has seen considerable expansion in occupied places which has enabled the service to go from strength to strength since its inception 6 years ago. Since January 2019 we have seen a further 16 places occupied on a weekly basis with the total number of occupied places being 86 each week. Cobham Link's service and reputation has grown but we need to make sure that the Cobham Link Service is appropriately staffed.

2.3 We currently have a Cobham Link Manager supported by Centre Assistants but, we now need to make a 25 hour a week Cobham Link Centre Assistant post permanent to appropriately support this very successful operation.

2.4 The cost of the introduction of this post is met through the increased places. The daily rate for each place is currently £46.20. This post has allowed for a

more individualised and personalised service to meet Cobham Link members needs.

- 2.5 We currently have a member of staff who is on a one-year fixed term contract and we are wishing to make this position permanent. Income secured from the 86 places is £190k a year.
- 2.6 Cabinet approval and then Council resolution is to ensure that this post is added to the establishment on a fully funded basis.
- 2.7 We are proposing under the fees and charges section a price increase from January 2020 or at an appropriate time thereafter once notice has been given to SCC or Families so that personal budgets can be adjusted accordingly. This will enable us to keep pace with the cost of the service and reflect the fact that we have been operating the Cobham Link service for over 6 years and have only increased fees and charges once. Surrey Choices are the comparable alternative service and their charge is £80 a day which does not include transport, so we are probably looking at around £100 a day. If we increase our fees and charges from the current figure of £46.20 to £50 we will still be around half the price of Surrey Choices alternative. People pay for the service from their personal budget allowance or in some families are directly funding. We have done a full business case and financial report which has been signed off by the Council Management Board.

3. Community Alarm and Telecare Service

- 3.1 Over 35 years ago the Council initiated the Community Alarm Service. In more recent years it has developed into a Community Alarm, Telecare and TEC (Technology Enabled Care) Services.
- 3.2 The service now has 1700 customers, the majority of which receive a Community Alarm. However, we now provide Telecare equipment and TEC services which includes a GPS Watch, Memory Diary, homebased monitoring system and the newly introduced Elm Assist. The Elm Assist Service works indoors and outside and is portable, so it can be taken to the shops, visiting people, walking a dog or out driving. Elm Assist will provide an alternative product to a standard alarm and will give people choice in the future.
- 3.3 We have looked at customer's needs, opportunities around new technology and to work with companies in this country and abroad. The GPS Watch provider is a Finnish based company and we have further ideas and initiatives in terms of technology product and preliminary discussions will take place with product developers over the next year.
- 3.4 Because of growth in customers across the board and this range of new product developments we will expect to see an increase of £50k in terms of income secured through the Community Alarm and Telecare service.
- 3.5 We introduced a Community Alarm and Development Officer post approaching a year ago on a one-year fixed term contract. We have been

able to evidence growth in the service so will be able to fully fund this 21.6 hour a week Community Alarm and Development Officer on a permanent basis. We have done a detailed business case and financial report which has been signed off by the Council Management Board.

- 3.6 As a result, we are asking for this post to be made permanent by Cabinet and then recommendation to full Council.
- 3.7 Technology Enabled Care (TEC) is a fast-moving area in terms of technology developments with many emerging opportunities for new and existing Customers. As well as the requirement to support our 1700 Customers, many of which have quite complex health needs and the Community Alarm and Development Officer has been key to both these areas of development.
- 3.8 Finally, we are looking at reviewing our administrative and billing systems due to the range of offers now available, so we plan to move away from quarterly to monthly billing, as it can be quite confusing for anyone joining the service partway through a quarterly billing period. In terms of introducing monthly billing, if you were to divide our current quarterly charge in three it would be £16.90 a month. So, going forward we propose an increase of 10p which will be £17 a month. We do not believe customers will really notice any difference. We have not increased the cost of the service for many years, are now proposing a very small increase for administrative purposes. This will come in to effect as soon as we work with finance colleagues to transfer to monthly billing.

4. Community Transport driving positions

- 4.1 Following on from the Transport Review that Cabinet considered in January and in order to ensure we have a fully stand-alone operation we are looking to introduce 3 x 3-day week driver posts where we have had drivers working on a casual basis as this will put more stability into the system. This has a nil growth in terms of budgetary implications as we are moving monies from our casual transport budget to contracted.

5. Relief Carers Scheme Casual/Contracted Staff

- 5.1 Following a recent review of the Relief Care Service to ensure we have a fully sustainable service to maintain the 12 specialist groups providing 96 places a week, we have reviewed our staffing position. We have a number of staff working weekly on a casual basis who have committed to the service for a long period of time. Following this review there are 3 staff who would like to move from casual to contracted hours. This will mean they are working the same hours, but on a contracted as opposed to a casual basis.
- 5.2 This is an appropriate way of going forward as these staff are making a regular commitment and it will allow us to ensure that we have a robust staffing base to cover the 24 weekly places to sustain the service. There will be some additional costs, but consideration has been given to these costs in considering next year's fees and charges. We do feel that it is vital that we

continue to maintain this incredibly valued service but on a more sustainable basis going forward. This will mean that the established staff base for Relief Care increases by 3 members of staff to 5 in total and this request will go into full Council.

6. Introduction to the Fees and Charges Review

6.1 The fees and charges report for Community Support Services considers the need to appropriately maintain staffing and service levels based on service need and reflect the reducing income received in recent years from Surrey County Council. As a result, the increase in fees and charges are proposed

6.2 The following factors have been material:

- Patterns, use and trend demands
- Customer feedback
- Cost of service
- Comparisons with other Surrey Authorities
- Recognising core areas such as food costs have increased
- Operational needs with regards to cash handling
- Consider current costs related to living expenses
- Surrey County Council's budget reductions

6.3 As in previous years, we have sought to maintain appropriate and balanced fees and charges increases. We are very disappointed with the significant Surrey County Council reductions in grants that we have been receiving for over 20 years until 2017 and we acknowledge that it is because of these significant grant reductions and a staffing requirement to maintain safe services that we are looking to implement these proposed increases in 2020. We are still very much in the mid-range of fees and charges across Surrey as demonstrated in Appendix B. Customers are constantly feeding back to us that they totally recognise the challenging financial situation.

6.4 We also have an increasingly ageing population with support needs for them to maintain their ability to visit their local Centre. It is vital that when existing staff are on holiday or sickness or where extra cover is needed, that we have core staff to cover when the need arises. We have introduced a Peripatetic Centre Assistant and a Peripatetic Administrative Assistant to support all Centres and we are advertising again for two 16-hour Catering Assistants to ensure we have appropriate cover in place. We also need to maintain balanced fees and charges increase reflecting safety and the appropriate high level of quality service that we have always provided.

6.5 From April 2019 when compared with 4 years ago when Surrey were working strongly in partnership with boroughs and districts, we were then receiving £581,155 annually. This year we will receive £115,345 (80% reduction in funding). Even if you consider the partnership funding that was time limited and the equipment for Telecare that we are now not installing as part of a universal telecare service, it is still a loss of £350k which has been across Centres, Meals on Wheels, Dementia services, Community Alarm and

Telecare and Transport. See table (in 7.1) below that covers our funding position in more detail.

- 6.6 The proposed fees and charges increases are outlined in Appendix A which will take place in January 2020.
- 6.7 We have taken the opportunity of comparing our fees and charges with other Boroughs across Surrey. Please see Appendix B. Our fees and charges are a mid-range of Surrey Authorities and this principle will be maintained after the proposed fees and charges increases. However, Community Alarm and Telecare and Community Transport being very much at the lower end of charges.
- 6.8 Small annual increases are the best way to sustain these vital services. The Service user feedback we have received is that they would prefer regular small increases. It does equally provide some confidence to service users who rely on these vital services, that the Council has a commitment to continue to support these services into the future and have a robust planning strategy for the future. We would like in 2020 to bring forward to Council for 2021 a 3-year proposal forward.
- 6.9 The Social Affairs Portfolio Holder has visited all Centres and is very familiar with the full range of services we offer as well as talking to customers. The Portfolio Holder can evidence the value of services provided and recognise that customers see these as vital services that they would not want to lose. They recognise the Council's commitment in the light of significant budget reductions from Surrey County Councils. In addition, we are introducing some peripatetic Centre posts to ensure we can keep and sustain these frontline services.
- 6.10 The Council has a high level of commitment in terms of the provision of Community Support Services to maintain vulnerable resident's independence and would wish to continue to do so. We have one of the highest levels of Service provision in Surrey. In Elmbridge we have 7 Centres compared to Woking with 4, Spelthorne, Runnymede and Guildford with 2 – 4 and Epsom, Mole Valley and Tandridge with 1 Centre.
- 6.11 Finally, we are not proposing increases in all our services for the reasons stated in this report.

7. Surrey County Council Grant and Budget Reductions

- 7.1 We are facing significant grant or budget reductions with respect to Centre services, Meals on Wheels services, Dementia Services, Community Alarm and Transport services. Please see the table below.

Service area	Annual grant from Surrey prior to 2018	Grant in 2018/19	Grant for 19/20
Centres	£146,209	£73,104	£36,552
Meals on Wheels	£67,024	£33,512	£16,756
Carers Grant	£33,152	Nil	Nil
Dementia Services Grant	£32,922	£22,454	£22,454
Mental health grant	£8,400	Nil	Nil
Telecare Service	£17,149	Nil	Nil
Telecare Equipment	In the last year we operated a Telecare service for Surrey. We received £42,540 for equipment plus £9,779 for the Hospital Discount scheme	Nil	Nil
Dial a Ride	£43,980	£39,583	£39,583
PPP Funding	£180k for 5 years until 2017	Nil	Nil

- 7.2 We have not received any confirmation of Surrey County Council's funding position for 2020/21.
- 7.3 We have seen two new areas of activity which has strong partnership with the Clinical Commissioning Groups (Surrey Downs and North West Surrey) and Surrey County Council, these being Social Prescribing and Home from Hospital service. Both services are funded through the Better Care Fund for 1 year to demonstrate their value and need.
- 7.4 The Social Prescribing funding received to date has allowed us to employ one full time Officer for 1 year. We also recruited a part time Home from Hospital Officer for a year, however this Officer left us in this role to cover specialist day care groups for Relief Care. We only have funding committed to March next year and referrals have been low for the Hospital to Home service, as it is a service supporting hospital discharge but as Elmbridge does not have an acute hospital within our boundaries, so Elmbridge residents can be quite dispersed. It has been a much more difficult service to implement this service as a result. Thus, given that our referrals have been low, and SCC have indicated to us that it is unlikely to be renewed after March, we ceased the service in August.
- 7.5 We are however working very positively with the Primary Care Networks who have now been given funding through their GP contracts to provide Social Prescribing. We have 4 Primary Care Networks that cover Elmbridge, one for East Elmbridge, the 7 GP Practices in Molesey, Dittons, Hinchley Wood,

Claygate, Esher and Thames Ditton. Secondly, the Leatherhead PCN which also covers Cobham and Oxshott, Weybridge PCN and Walton and Hersham PCN. So, we are working with the Primary Care Networks to introduce 3 full time positions, but we also recognise that Social Prescribing as exists currently with funding from the Better Care Fund is not going to be funded from this route in the future. However, we have 1 full time worker currently and we will hopefully have 3 workers by 2020.

- 7.6 In August the Social Prescribing Officer had 62 open cases, however we had to put a hold on new referrals due to the great increase in requests. With an expanding Prescribing Service, we would hope to meet future needs.

8 Review of Services

- 8.1 We are not proposing to increase Community Alarm except for the 10p a month as previously highlighted, we are not proposing to increase the hiring charge of Centres as we need to make sure we are competitive with other local venues. We have seen a growth in hiring in recent years and recognise the importance of keeping hiring charges competitive. We are not proposing to increase the breakfast service as there is only a very small demand for this service and finally we are not proposing any increases for our Community Cab Service to encourage further use.

- 8.2 We are proposing to increase charges for Relief Care Day Care, the Sitting Service, Meals on Wheels, tea time service, Centre meals, transport services and our Centres and Community Transport membership annual subscription to keep up with rising costs. As well as the Cobham Link Service.

- 8.3 The reasons for each of these proposals is detailed below.

9 Relief Carers Scheme

- 9.1 Prior to 2017 we had received £73k grant income from SCC and this year we will receive £22,454k. In addition, we have had some extra staffing costs within the core Relief Care service and are looking to cover 2-day groups and introduce 3 contracted members of staff all of which have provided staff pressures. So, due to the increased staffing costs to make sure that staffing can be met within existing budgets, we are proposing that the day care rate goes up from £37 to £41. We are proposing that there is a phased introduction with a £2 increase in January and then a £2 increase in June to support Carers with the increases. The day care service includes a 6-hours of respite for the Carer, a 3-course lunch and refreshments during the day and provides vital respite for Carers to allow them to continue in their caring role. It is still a very competitive cost compared to all other options with Tiltwood at £60. All other provision is outside of the Borough and is very limited. This is a totally unique service which provides a life line for Carers.

- 9.2 We do ensure if someone has a financial need that we make an application to Walsingham Care and other potential charities or we will work with them to

see if there is any financial support available. We ensure that everyone seeks to claim the attendance allowance.

- 9.3 We expect to secure an income of 106,790 for the day care service this year. The net cost of Relief Care is £125,180. The increase will secure £17,455 based on current activity level in the last year of 4637-day care places provided but this will be directly used to cover staffing costs.

10 Meals on Wheels, Teatime and Breakfast Service

- 10.1 We provide a seven day a week Meals on Wheels service with the opportunity for Meals on Wheels customers to also have a teatime and / or Breakfast service. It is proposed that the Meals on Wheels service will increase from £4.20 to £4.60.
- 10.2 It is also proposed to increase the Supper service by 15p from £2.95 to £3.10 to meet food costs for both Centre and Meals on Wheels, Surrey's grant withdrawals and staffing needs.
- 10.3 We are not proposing any increase in the Breakfast Service which is currently £1.60 as we have very small number of customers accessing this service and we would like to ensure that we continue to encourage new customers over the next year.
- 10.4 Over 15 years ago we introduced a delivery charge at weekends for the West of the Borough as we had to introduce paid staff. We are proposing a 30p increase from £4.50 to £4.80 in January 2020.
- 10.5 The estimated income for fees and charges this year is £204,030 and the net budget for 2019/20 for Meals on Wheels is £342,390. In terms of fees and charges proposed this would bring in an additional £16,800 next year based on current and predicted numbers of 42,000 meals. As a result, there is still a high subsidy being provided by the Council for this service. The core costs of provision relate to a percentage of staff time at Centres, a percentage of utility costs and central support costs. In terms of both staffing and utilities, by providing both Centre and Meals on Wheels functions from our kitchens, we are optimising our resources accordingly.
- 10.6 You will see that our fees and charges for Meals and Wheels still puts us in a mid-range position. In fact, Tandridge Borough Council have closed down their Meals on Wheels service in its entirety over the last year but the core principles behind this report is to sustain a robust service for the future recognising there could still be further reductions in grants received from Surrey County Council.

11 Centre Meals

- 11.1 Our seven Centres for the Community serve a three-course hot meal. As a result, we are proposing a 40p increase in Centre Meals to meet Surrey's

reduction in grant. The services will increase from £4.30 to £4.70 for a 3-course meal.

- 11.2 We would expect to secure £160k in meals income for this year and increases in Centre meals will secure an additional £14,000 on the estimated numbers for next year of 35,000 meals. It is worth noting that Guildford, Mole Valley, Reigate and Banstead, Runnymede, Spelthorne, Surrey Heath, Tandridge and Woking all charge a similar amount to ourselves. The net expenditure for our 7 Centres is £1,680,980. This figure reflects the total expenditure on Centres as it is difficult to separate out Centres meals costs from the total service provision.

12 Community Discount Card and Centre Financial Summary

- 12.1 The Community Discount Card was introduced over ten years ago and its cost has only been increased four times since its introduction. It is proposed that the cost should increase for Elmbridge residents from £14.00 to £15.00. For non-Elmbridge resident from £24.00 to £25.00.
- 12.2 Our membership fee scheme is still at the lower end of membership fees across Surrey. It is recognised that this still equates to £1.25 a month for Elmbridge residents to use Centres and £2.08 for non-Elmbridge residents.
- 12.3 The estimated income for this year is £25k and increases would have an additional £1,800 next year. The Community Discount Card enables Centre members to receive discounts from over 30 shops and local businesses.

13 Community Transport, Dial A-ride and Community Cab Scheme

Our Community Transport rates are the lower range in Surrey and we are proposing, based on customer feedback a small range of price increases on the same basis as last year. Customers do understand the need for increases to maintain these vital services.

13.1 Community Transport Charges

It is proposed that;

- A return journey to a Centre should increase from £3.20 to £3.80. We would estimate 13,000 return journeys which 26,000 separate journeys. This will secure £8,000 based on current activity.
- However, it does need to be acknowledged that this only equates to £1.90 per journey. We schedule for Spelthorne and their current charges are £7.20 per return journey. Woking is £5.00, Dial a Ride return £11.60, Surrey Heath's is between £4.30 and £9.60, Epsom and Ewell £4.30, Runnymede is £3.60. Customers do recognise the high level of subsidy that Elmbridge continues to provide in terms of supporting the Community Transport service and do understand the need to ensure a more sustainable service for the future.

- A single journey would increase from £2.50 to £2.80. There are only a very small number of people who undertake a single journey which effectively means that we cannot fill that seat on the vehicle for that day which is why a single charge should appropriately reflect this position.

13.2 Dial a Ride charges

It is proposed that the following changes are made:

- Up to 3 miles increased from £4.00 to £4.80
- Up to 5 miles increased from £5.00 to £5.80
- Up to 10 miles increased from £8.20 to £8.80

Other Dial a Ride Services in Surrey have a higher charging mechanism than us and even with the proposed increased, we will still have one of the lowest fares in Surrey as detailed in Appendix B. Average taxi fares for the mileage highlighted above would be between £8 and £25 plus.

13.3 Shopping trips

With respect to shopping trips it is proposed to increase these from £4.50 to £5.00. This only equates to £2.50 per single journey. Passengers recognise how low our charges when compared with Taxis, average fair £20 and other commercial operators. Based on 4,000 trips this will secure £2,000.

13.4. Hire-a-Bus

We are proposing the following:

- Day rate for Centres / charities / community organisations increases from £80 to £85
- Day rate for commercial organisations increases from £130 to £160 We are still about on average over 20% lower any alternative commercial organisation. We are not aware of any other provider that would undertake a day trip for less than £200. So although it is £30 increase this is still lower than alternatives as the focus of the service is on Community Providers.
- Half day rate for Centres / charities / community organisations increases from £57 to £63
- Half day rate for commercial organisations increases from £90 to £95.

This includes the vehicle, driver for up to six hours and up to 30 miles with the vehicle having capacity for up to 16 people. These rates are cheaper than other commercial operators. We are proposing a small increase in the mileage rate after the 30 miles with the current mileage rate being £1.10 per mile to increase to £1.20 per mile representing a 10p increase. The Hire A

Bus service is totally unique in Surrey. No other Boroughs and Districts have such a bespoke service.

13.5 Membership Fee to access transport services

A membership fee of £16.00 now exists for a combined membership for Community Transport, Dial a Ride and the Hire a Bus service. A service user only needs to join once and access three specific transport services. We are proposing an increase to £17.00.

14 Community Transport Restructure, Income and Expenditure

14.1 The Community Transport service moved out of the Civic Centre in January 2019 to the depot to enable the vehicle parking at the Civic Centre could be leased out to generate council income. However, we needed to ensure the service can operate as a stand-alone operation. There was a need as a result for an additional driver and 3 days a week admin, which was agreed in January 2019 and has been implemented to ensure a sustainable service for the future.

14.2 We had 3 health transport contracts, Cobham Shuttle and the Patient Transport Service continues to operate very successfully. However, unfortunately due to staffing challenges we lost the North West Surrey hub contract which means we have had to find savings in the year of £73k to meet this loss.

14.3 We would expect to secure £73,360 from fees and charges and membership contributions. The fees and charges proposed would secure an additional £15,571 next year. In addition, we would expect to be bringing in £80,000 (2018/19) from health contracts. The current net costs for transport is £606,470

14.4 We do recognise that Community Transport has gone up by £102k in the last year. This has been a result of £47,800 business rates, repairs to building costs now for Community Transport's move to the depot to release space in the Civic Centre to secure additional income. Also £25,440 increase in central support and £30,880 in capital costs.

15. Proposal to adopt these fees and charges principles for a 3-year period.

15.1 We have now established some core principles in terms of fees and charges increases in the last 2 years. The fees and charges proposed for this year for transport are the same principles as the previous year. There is a marginal increase in Centre and Meals on Wheels, but this is to ensure we sustain our high level of provision going forward into the future and increase the daily food cost allowance.

15.2 In terms of last year's increases in fees and charges we did not receive any feedback from customers regarding the increased level. In fact, there were more comments about recognising and valuing the services and wanting to

ensure they continue in the future. The levels of increases detailed in Appendix A forms the principle of increases for the next 3 years ensuring that our level of service provision continues and recognising the real challenges faced with an 80% reduction in Surrey County Council's grant and the fact that this could reduce further. It is proposed therefore, that the core principles in Appendix A (in terms of fees and charges) will be maintained for a 3-year period.

Financial implications:

Income

The extra income generated by the proposed increases in fees and charges highlighted in the report is £60,824, with a further £3,655 in 2021/22 due to the two phased increases in Relief Care as proposed in this report. Also there has been a growth in Cobham Link activity with New Members and there will be an increase in Cobham Link fees and charges in liaison with funders, so by 2020/2021 there will be £37,750 in additional income so in total by 2020/21 £102,229.

Transport costs and income

The net expenditure for Community Transport is £606,470

There has been a 10% reduction in transport funding 2 years ago and we now receive £39,580.

The increased costs related to the move to the depot £47,800.

Increased income from fees and charges £12,384

Cobham Link income

Expected income secured from Cobham Link £195,000 and this is a fully costed service with every Cobham Link Member paying a daily charge.

Increase in number of clients with additional income £37,750

Centre and Meals on Wheels Costs and income

The net cost for our Centres for the Community is £1,680,980 and the net cost for Meals on the wheels is £342,390. Prior to 2017 we received centre funding from SCC of £146,206 this year we received £36,552 a 75% reduction and for Meals on Wheels prior to 2017 we received £67,024 and this year we will receive £16,756, again a 75% reduction. Total loss £159,925.

The additional cost of core 4 Centre staff that joined us recently with a cost £48,200 which was met from existing budgets

Increase income from centre and meals on wheels £30,800

Community Alarm income

The net expenditure is £20,200

Increased income from fees and charges £2,040

Expected income this year £307,950

Relief Care Income

The net cost for Relief Care is £125,180

Prior to 2017 we received £73,000 from SCC this year we will receive £22,454 a £69% reduction.

Increased income from fees and charges is £13,800 based on a £2 increase in January 2020 and a further £2 in June and from 2021/22 it will be £17,455 and the expected income this Year is £106,790.

Environmental/Sustainability Implications:

None

Legal implications:

None

Equality Implications:

Equality Implications have been considered when undertaking this review and an EIA has been produced

Risk Implications:

There is a risk to income if the numbers of users accessing services reduce. This has been minimised by studying the market and keep increases to a minimum where possible. However, it will be closely monitored to assess any trends that may result.

Community Safety Implications:

None

Principal Consultees:

Council Management Board

Background papers:

None

Enclosures/Appendices:

Appendix A The current and proposed fees and charges

Appendix B The charges being made by other borough councils

Contact details:

Melanie Bussicott, Head of Community Support Services, 01372 474545