

Social Services Budget Programme Financial Plan Summary 2014-2017

Date:

Jun-14

Appendix 3

1. Divisional Savings Identified

Project Description	Project Sponsor	2014/15 (£)	2015/16 (£)	2016/17 (£)	Total (£)
Additional 2013/14 Savings		-	-	-	293,000
Total Adult Services	Lance Carver	270,000	1,093,000	1,095,000	2,458,000
Total BMI	Carys Lord	-	177,000	312,000	489,000
Total Children & Young People	Rachel Evans	184,000	406,000	326,000	916,000
Total Social Services	Phil Evans	454,000	1,676,000	1,733,000	4,156,000

2. Social Services Directorate Budget Programme Financial Savings Plan

Year	Total Savings Required	Total Savings Identified	In Year Surplus/ (Shortfall)	Cumulative Surplus/ (Shortfall)
	£	£		
Savings Brought Forward	-	293,000	293,000	293,000
2014/15	713,000	454,000	-259,000	34,000
2015/16	1,600,000	1,676,000	76,000	110,000
2016/17	1,657,000	1,733,000	76,000	186,000
Total	3,970,000	4,156,000	-	186,000

The plan is forecast to over recover by £186,000 over the period to 2016/17 due to savings associated with the foster carer recruitment project (C11).

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Project Ref	Project Description	Project Manager	2014/15 (£)	2015/16 (£)	2016/17 (£)	Total (£)
Adult Social Services						
A3	Care Packages Budget Reduction	Lance Carver	-	125,000	300,000	425,000
A4	Managed Budget Reduction	Lance Carver	52,000	300,000	-	352,000
A5	Supported Accommodation Learning Disabilities	Lance Carver	25,000	25,000	-	50,000
A6	Residential Services	Carys Lord	-	-	300,000	300,000
A7	SLA Review	Lance Carver	-	66,000	-	66,000
A10	Extra Care	Carys Lord	75,000	-	-	75,000
A16	Telecare Review	Lance Carver	-	-	-	-
A17	Care Management Team Reconfiguration	Lance Carver	-	50,000	-	50,000
A18	Day Service Modernisation	Lance Carver	93,000	27,000	-	120,000
A20	Adult Placement Scheme	Lance Carver	-	25,000	-	25,000
A21	Right Sizing Learning Disability Collaborative Project	Lance Carver	25,000	-	-	25,000
A23	Service Remodelling	Lance Carver	-	475,000	495,000	970,000
Total Adult Services Identified			270,000	1,093,000	1,095,000	2,458,000

Project Ref	Project Description	Project Manager	Start (MM/YY)	End (MM/YY)	RAG Status	Update
A3	Care Packages Budget Reduction Targeted reduction in specific care package budgets.	Lance Carver	02/12	03/16	Red	Commitments continued to rise in 2013/14 and in readiness for savings that are required in this area in future years, the status of this project has been set at red at the beginning of the financial year. Actions are in place to manage the care package budget wherever possible and detailed monthly reports of the financial position on a team-by-team basis are shared with team managers.
A4	Managed Budget Reduction Reduction in specific budget lines at 5%.	Lance Carver	04/12	03/16	Amber	Savings have been identified against specific budget lines. The status of this project has been set at amber whilst at this early stage of the year. Monitoring will continue to identify any variances.
A5	Supported Accommodation Learning Disabilities Retender, use of Telecare and reviews, moving residential clients to new accommodation and maximising use of Supported People.	Lance Carver	01/12	03/16	Amber	Savings from 2014/15 onwards will be achieved from further use of assistive technology. Savings resulting from this initiative are to be measured.
A6	Residential Services To review the way in which residential services are provided.	Carys Lord	03/12	03/17	Red	An options appraisal has been drafted for discussion and will be reported to Cabinet in due course.
A7	SLA Review	Lance Carver	03/11	03/16	Amber	Third sector budgets have been protected in 2014/15 and work has started in readiness for budget reductions in 2015/16. The status of this project has been set at amber to reflect the need for further work to be undertaken to ensure savings next year are realised.
A10	Extra Care	Carys Lord	07/12	03/15	Amber	The tendering process for the contracts for the provision of domiciliary care and supporting people services at the Extra Care unit are now complete . Financial modelling is being undertaken to forecast the level of savings that could be realised from this project. The allocation of the accommodation units to existing social care clients will be completed in the middle of June.
A16	Telecare Review	Lance Carver	02/12	09/13	Amber	Work with Cardiff Council has commenced to review Telecare services across the two councils. It is proposed to monitor this project via the Regional Collaboration & Intermediate Care Fund as funding is provided from these grants to develop assistive technology services.
A17	Care Management Team Reconfiguration Reconfiguration of care management teams to save costs.	Lance Carver	04/14	03/16	Amber	Stakeholder consultation is underway and preparations for implementation of a new operating model and resource structure are being made for summer 2014.

A18	Day Service Modernisation Review day service.	Lance Carver	04/13	03/16	Amber	Both Woodlands and Gardenhurst have closed and staffing is now being reviewed.	Appendix 3
A20	Adult Placement Scheme Review the potential for alternative service providers to find savings.	Lance Carver	04/14	03/16	Amber	Initial options have been considered and the current service appears to be economically efficient. Further consideration as to how to deliver this saving is underway and the project's amber status reflects this.	
A21	Right Sizing Learning Disability Collaborative Project Review cost and size of LD packages.	Lance Carver	04/13	03/15	Amber	Work has started to review the size and cost of out of county packages and additional capacity to do so has been funded by the Regional Collaboration Fund.	
A23	Service Remodelling This saving is an estimate of the amount that could potentially be saved through much closer working arrangements with the Health Board and Cardiff Council.	Lance Carver	04/13	03/17	Red	Funding from WG's Regional Collaboration Fund and Intermediate Care Fund will be used to develop projects to remodel services in order to deliver this saving from 2015/16 onwards.	

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Project Ref	Project Description	Project Manager	2014/15 (£)	2015/16 (£)	2016/17 (£)	Total (£)
BMI						
B6	Funding to Carers Support Services	Carys Lord	-	27,000	-	27,000
B8	Review Business Management Section of Division	Carys Lord	-	75,000	-	75,000
B9	Block Contract Arrangements for Domiciliary Care	Carys Lord	-	-	270,000	270,000
B10	Additional Savings Target	Phil Evans	-	75,000	42,000	-
Total BMI Identified			-	177,000	312,000	489,000

BMI Open Projects Progress Reports

Appendix 3

Project Ref	Project Description	Project Manager	Start (MM/YY)	End (MM/YY)	RAG Status	Update
B6	Funding to Carers Support Services	Carys Lord	10/12	03/16	Green	This budget is currently underspending and savings have been achieved.
B8	Review Business Management Section of Division	Carys Lord	04/14	03/16	Not yet started	New project added March 2013 for the year 2015/16. New structures are being put in place to deliver savings in this and future years.
B9	Block Contract Arrangements for Domiciliary Care Move from spot purchase of domiciliary care support for adults in the community.	Carys Lord	04/14	03/17	Not yet started	New project added March 2013 for the year 2016/17.
B10	Additional Savings Target	Phil Evans	04/14	03/17	Not yet started	Proposals to realise this additional savings target are to be discussed at the Programme Board in May.

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Project Ref	Project Description	Project Manager	2014/15 (£)	2015/16 (£)	2016/17 (£)	Total (£)
Children & Young People's Services						
C5	LAC Residential Care Placements	Rachel Evans	150,000	150,000	150,000	450,000
C11	Foster Carers	Karen Conway	34,000	76,000	76,000	186,000
C12	Managed Budget Reduction	Rachel Evans	-	20,000	-	20,000
C16	Staffing Review	Rachel Evans	-	100,000	100,000	200,000
C17	Reduce Short Breaks: Family based respite	Rachel Evans	-	60,000	-	60,000
Total Children & Young People Identified			184,000	406,000	326,000	916,000

Project Ref	Project Description	Project Manager	Start	End	RAG	Update
C5	<p>LAC Residential Care Placements Source alternative suppliers/provision for those LAC requiring residential care.</p>	Rachel Evans	03/12	03/17	Red	<p>The status of this project has been set at red at the beginning of the 2014/15 financial year to reflect the volatility of expenditure in this area. We have been able to set the budget for the coming year at the level of April 2014 commitments. This has been achieved after taking into account the £150k saving required in 2014/15 and the cost pressure of £150k approved for 2014/15.</p> <p>The service continues to use a range of approaches to manage the budget in this area. Of specific note are the work targeted to reduce independent foster care agency expenditure and increase internally recruited foster carers. Efforts continue to prevent the use of residential care wherever possible. The recently completed accommodation tender will provide a new range of accommodation options from the summer of 2014.</p> <p>A review of placement activity in 2013/14 is being completed to identify lessons learnt and identify any further activity required for the coming year. A report on the joint budget with the Learning and Skills Directorate is also being prepared to be reported to Scrutiny Committee in Q2.</p>
C11	Foster Carers	<u>Karen Conway</u>	03/12	03/17	<u>Amber</u>	<p>In 2013/14 the target of recruiting an additional 8 internal foster carers was met. At present there are applications being processed which suggests that the target of 8 in this financial year is also likely to be met. An additional area of focus in the coming year will be on the retention of internal foster carers to ensure a net reduction in the use of external providers.</p> <p>A comprehensive marketing campaign is being planned to coincide with Foster Carer Fortnight in May. This will include the launch of a photography competition where foster children and their carers will be invited to submit photographs for exhibition later in the year.</p> <p>The annual report on foster carer activity will be reported to Scrutiny Committee in June.</p>

Managed Budget Reduction						
C12	Reduction in specific budget lines at 5%. Includes a further reduction in 2015/16.	Rachel Evans	03/12	03/16	Not yet started	This project is a 2015/16 target. Efforts to manage expenditure continue along with planning of how to deliver this saving in due course.
C16	Staffing Review	Rachel Evans	03/14	03/17	Not yet started	Preparatory work has commenced in this area with a review of resourcing across the service area and analysis of demand and requirements being completed.
C17	Reduce Short Breaks: Family based respite	Rachel Evans	03/14	03/16	Not yet started	Initial consideration has begun in this area for the saving that is required in 2015/16.