

## Overview – Social Services Department

### 1. Background

1.1 The required Social Services corporate saving targets of £900k have been split across the three main service divisions:

Adult's Services  
Children's Services  
Support Services

1.2 Within each of these divisions, the proposed savings aim to (i) minimise the effect on service users; (ii) meet the Cabinet policy steers; and (iii) prioritise services to Older People. Adult Services savings have been achieved against the overall divisional target. This work has been undertaken against the backcloth of both additional investment in Social Services in 2005/6 (including £960k for previous self-funders; £800k for Learning Disabilities; and £1m for Home Care Investment) and also increasing demand for services, which has led to significant pressures in the current year. In view of the latter, the Portfolio propose to make additional savings of £1m, in order to tackle the key pressure areas, which include growing demand for home care, and growth in the number of people who have funded their own residential care, and whose resources have reached the upper capital threshold, and turn to the Council for funding.

### 2. Key Drivers

2.1 The Directorate has an annual net budget of £122m, £46m of which is spent on community care and cannot be easily reduced.

2.2 In addition, it is proposed, as indicated above, that there is a need to make further savings of £1m to deal with pressures which have emerged during the current year, and of £200k to fully fund the increase in payments to foster carers in the current year. This will enable the department to start the year in a healthier financial position by reducing the reliance on one-off savings and allocating resources to balance the budget. Therefore the total savings requirement for the Department is £2.1m (or 2.8% of the total budget not attributed to community care). This, coupled with standstill pressures budget of £3m invested by the Council into Social Services, should help stabilise the overall budget position. Further work is in hand to ensure that current pressures are fully accommodated in 2005/6. It remains possible that further savings may be required; if so, areas to be examined are likely to include a review of day care provision, management efficiencies, and a targeted reduction in voluntary sector funding.

### 3. Approach to the Modelling Exercise

3.1 With a savings exercise of this size there are no easy solutions. However, the Department has tried to maximise the opportunities available through CBOSS and the efficiencies achieved through the early implementation of the Electronic Social Care Record (ESCR).

3.2 The **efficiency savings** are outlined as follows:

<b>Savings Action</b>	<b>Impact</b>	<b>£'000s</b>
<i>Financial Services Unit – Reorganisation</i> Savings achieved through unit reorganisation and reduction in the number of manual tasks and reconciliations required.	Low	67
<i>Efficiency Review – Implementation of ESCR and contact centre – Adult's Services</i>	Medium	45
<i>Efficiency Review – Implementation of ESCR and contact centre – Children's Services</i>	Medium	45
Procurement savings - CBOSS	Low	18
<b>Total</b>		<b>175</b>

3.4 The **further savings** are detailed as follows:

<b>Savings Action</b>	<b>Impact</b>	<b>£'000s</b>
Reduce overall budget for Directly Provided home care service to reflect full year effect of reprovisioning Savings	Low	100
Reduce Social Services training budget to TOPPS target of 3% of staff costs from current 3.2%	Medium	100
Increase in home care charging. Partially remove double subsidy when charging home care clients in line with fairer charging regime	Medium	270
Review of Community Development infrastructure and Performance & Quality	Medium	60
Reduction in inter-agency adoption fees	Medium	20
Reduction in spend on independent fostering agencies	Medium	35
Increase secure unit charge by 10% over inflation – Increase charge to Other Local Authorities using the secure unit service	Medium	75
Reduce spend on Youth Support Project	Medium	25
Closure of 47a Western Road Mental Health Day Centre and reprovision of service to alternative provision in the independent and voluntary sector	Medium	40
<b>Total</b>		<b>725</b>

#### 4. Investment in Fostering Service

4.1 In 2004/05 the rates paid to foster carers were substantially increased to help aid the recruitment of foster carers and reduce the reliance on independent fostering agencies.

4.2 This has been successful, and the number of carers recruited in the first six months of 2004/05 is significantly higher than the number achieved in the first six months of 2003/04. The department allocated £200k one-off resources from the community care reserve to pump prime this initiative, with the intention that savings would need to be found to meet this cost in 2005/06.

4.3 The **Children and Families** savings required to achieve this are detailed below:

Savings Action	Impact	£'000s
Reduce social work establishment	High	100
Reduce support for disabled children and their families, (by reducing the outreach service or the sessional worker budget)	High	65
Reduce fostering support budget	High	15
Reduce family centre services and other family support services.	High	20
<b>Total</b>		<b>200</b>

#### 5. Adults Area for Reinvestment into Delayed Discharges

5.1 As indicated at 1.2, the Portfolio proposes additional savings of £1m, to deal with new cost pressures which have emerged during the current year.

5.2 To achieve the £1m savings the following areas are being examined:

Savings Action	Impact	£'000s
Review control totals for home care to limit the growth from £1m in 2005/06 to £500k	Medium	500
Increase in home care charging. Fully remove double subsidy when charging home care clients in line with fairer charging regime	High	130
Review of Management Support – <ul style="list-style-type: none"> <li>• LD Day Centres</li> <li>• Specialist Teams in Older People</li> <li>• Fieldwork Services</li> <li>• Support Services</li> <li>• Directly Provided Services</li> </ul>	Medium	292
Review of Community Transport for Social Care Services	High	78
<b>Grand Total</b>		<b>1000</b>