## SOCIAL CARE AND HEALTH SCRUTINY COMMITTEE 14<sup>th</sup> DECEMBER 2015 Revenue Budget Strategy Consultation 2016/17 to 2018/19 (Extract of Revenue Strategy report to Executive Board 16/11/15)

|                    |         | 27 November 2015 |           |        |  |         |         |          |        |         |          |            |        |
|--------------------|---------|------------------|-----------|--------|--|---------|---------|----------|--------|---------|----------|------------|--------|
|                    | Targe   | ets issued t     | o Departm | ents   |  |         | CURRENT | PROPOSAL | s      |         | VARIANCE | on Targets |        |
|                    | 2016/17 | 2017/18          | 2018/19   | Total  |  | 2016/17 | 2017/18 | 2018/19  | Total  | 2016/17 | 2017/18  | 2018/19    | Total  |
|                    | £'000   | £'000            | £'000     | £'000  |  | £'000   | £'000   | £'000    | £'000  | £'000   | £'000    | £'000      | £'000  |
| Chief Executive    | 882     | 829              | 266       | 1,978  |  | 863     | 365     | 429      | 1,657  | -19     | -464     | 163        | -321   |
| Education          | 1,072   | 411              | 1,014     | 2,497  |  | 1,073   | 420     | 225      | 1,718  | 1       | 9        | -789       | -779   |
| Schools Delegated  | 5,500   | 6,000            | 6,780     | 18,280 |  | 5,500   | 6,000   | 6,780    | 18,280 | 0       | 0        | 0          | 0      |
| Corporate Services | 1,161   | 523              | 186       | 1,870  |  | 777     | 401     | 568      | 1,746  | -384    | -122     | 382        | -124   |
| Community Services | 5,079   | 3,213            | 1,657     | 9,949  |  | 3,444   | 2,629   | 2,053    | 8,126  | -1,635  | -584     | 396        | -1,823 |
| Environment        | 2,117   | 1,766            | 917       | 4,801  |  | 2,039   | 1,756   | 904      | 4,699  | -78     | -10      | -13        | -102   |
|                    | 15,812  | 12,742           | 10,821    | 39,375 |  | 13,696  | 11,571  | 10,959   | 36,226 | -2,116  | -1,171   | 138        | -3,149 |

|                    |         | MANAGERIAL |         |        |         | EXISTING POLICY PROPOSALS |         |       |         | EW POLICY | PROPOSAL | .S     | TOTAL PROPOSALS |         |         |        |  |
|--------------------|---------|------------|---------|--------|---------|---------------------------|---------|-------|---------|-----------|----------|--------|-----------------|---------|---------|--------|--|
|                    | 2016/17 | 2017/18    | 2018/19 | Total  | 2016/17 | 2017/18                   | 2018/19 | Total | 2016/17 | 2017/18   | 2018/19  | Total  | 2016/17         | 2017/18 | 2018/19 | Total  |  |
|                    | £'000   | £'000      | £'000   | £'000  | £'000   | £'000                     | £'000   | £'000 | £'000   | £'000     | £'000    | £'000  | £'000           | £'000   | £'000   | £'000  |  |
| Chief Executive    | 863     | 365        | 429     | 1,657  | 0       | 0                         | 0       | 0     | 0       | 0         | 0        | 0      | 863             | 365     | 429     | 1,657  |  |
| Education          | 453     | 130        | 125     | 708    | 250     | 50                        | 0       | 300   | 370     | 240       | 100      | 710    | 1,073           | 420     | 225     | 1,718  |  |
| Schools Delegated  |         |            |         | 0      | 0       | 0                         | 0       | 0     | 5,500   | 6,000     | 6,780    | 18,280 | 5,500           | 6,000   | 6,780   | 18,280 |  |
| Corporate Services | 752     | 401        | 568     | 1,721  | 25      | 0                         | 0       | 25    | 0       | 0         | 0        | 0      | 777             | 401     | 568     | 1,746  |  |
| Community Services | 2,912   | 1,859      | 775     | 5,546  | 214     | 250                       | 300     | 764   | 318     | 520       | 978      | 1,816  | 3,444           | 2,629   | 2,053   | 8,126  |  |
| Environment        | 1,327   | 592        | 460     | 2,379  | 65      | 506                       | 0       | 571   | 647     | 658       | 444      | 1,749  | 2,039           | 1,756   | 904     | 4,699  |  |
|                    | 6,307   | 3,347      | 2,357   | 12,011 | 554     | 806                       | 300     | 1,660 | 6,835   | 7,418     | 8,302    | 22,555 | 13,696          | 11,571  | 10,959  | 36,226 |  |

| New strands of savings:                     | 2016/17 | 2017/18 | 2018/19 | Total  |
|---|---------|---------|---------|--------|
|   | £000    | £000    | £000    | £000   |
| 1. Collaborate to save                      | 45      | 10      | 25      | 80     |
| 2. New ways of working to save              | 7,988   | 7,613   | 8,731   | 24,332 |
| 3. Re-structure to save                     | 1,440   | 832     | 724     | 2,996  |
| 4. Specification to save                    | 3,860   | 2,689   | 968     | 7,517  |
| 5. Invest to save                           | 363     | 373     | 357     | 1,093  |
| 6. Transformation, innovation and challenge | 0       | 54      | 154     | 208    |
|   | 13,696  | 11,571  | 10,959  | 36,226 |

## Efficiency Proposals

|  | 2016-17  | 2017-18  | 2018-19  |       |   | Strand             |
|--|----------|----------|----------|-------|---|--------------------|
| Department                                       | Proposed | Proposed | Proposed | Total |   | of                 |
|  |          |          |          |       | EFFICIENCY DESCRIPTION  | Saving             |
| Communities                                      | £000     | £000     | £000     | £000  |   | 1 - 6              |
| Commissioning                                    |          |          |          |       |   |                    |
| L.A Residential Homes                            | 100      | 0        | 0        | 100   | Service review of in house provision  | 4                  |
| Domiciliary care                                 | 20       | 20       | 10       | 50    | Operational efficiency  | 4                  |
|  | 120      | 20       | 10       | 150   |   |                    |
| Older People Physical Disabilities               |          |          |          |       |   |                    |
| Review of Contract Replacement Care Contract for | 1        | 1        | T T      |       |   | TT1                |
| Older People                                     | 150      | 0        | 0        | 150   | Adjustment to Crossroads contract   | 4                  |
| Private Sector Residential Homes                 | 350      |          | 0        |       | Reduction in placements   | 4                  |
| Extra Care                                       | 350      |          | 0        |       | Service review and renegotiation of contract  | 4                  |
| Private Sector Home Care                         | 450      |          | 0        |       | Reduction in care packages  | 4                  |
|  |          |          |          |       | Reduction of grants to voluntary sector (Amman Valley Dementa (£10k), Crossroads (£10k), Hafan                            | <del>ا ا ا ا</del> |
| Grants to Voluntary Organisations                | 55       | 0        | 0        | 55    | Gobaith(£15k),, Care & Repair (£14K) and Llanelli Assoc for the blind (£6k)   | 4                  |
| Careline   | 0        | 30       | 0        | 30    | Increased income  | 2                  |
| Divisional Supplies & Services                   | 40       |          |          |       | No inflationary uplift  | 4                  |
| Management & Support                             | 75       |          |          |       | Workforce modernisation and service redesign  | 3                  |
| · · · ·  | 1,470    | 763      | 122      | 2,355 | ~   |                    |
| Learning Disabilities                            |          |          |          |       |   |                    |
| LA Day services & Employment Training            | 40       | 0        | 0        | 40    | Management restructure  | 3                  |
| LA Day services & Employment Training            | 40       | 0        | 0        |       | Reconfiguration of craft centre   |                    |
| Private Sector Residential Homes                 | 500      | 500      | 0        |       | £500k each year from Accommodation strategy   | 4                  |
| Grants to Voluntary Organisations                | 123      | 0        | 0        | 122   | Reduction of grants to voluntary sector (MIND (£27k), Mencap (£65k), Llanelli & district Gateway Club (£23k), Links (£8k) | 4                  |
| Divisional non pay budgets                       | 123      |          | 470      |       | No inflationary uplift  | 4                  |
| Divisional non pay budgets                       | 862      |          | 470      | 2,192 |   | ┥┝───┤             |
|  | •        |          |          | , -   |   |                    |
| Support Costs                                    |          |          |          |       |   |                    |
| Back Office realignment                          | 50       |          | ÷        |       | Realignments  | 3                  |
| Support Costs                                    | 98       |          | 69       |       | Rationalisation of functions  | 3                  |
|  | 148      | 71       | 69       | 288   |   |                    |
| Total Social Care & Health Service               | 2600     | 1714     | 671      | 4985  |   |                    |
|  | 2000     | 1/14     | 0/1      | -705  |   |                    |

MANAGERIAL

| Department                             | 2016-17<br>Proposed | 2017-18<br>Proposed | 2018-19<br>Proposed | Total |  | Strand<br>of    |
|--|---------------------|---------------------|---------------------|-------|--|-----------------|
| Communities                            | £000                | £000                | £000                | £000  | EFFICIENCY DESCRIPTION   | Saving<br>1 - 6 |
| L.A Residential Homes for Older People | 200                 | 0                   | 0                   | 200   | Full year saving from closure of Glanmarlais/Tegfan and opening an extra care facility in the Ammanford area | 2               |

**NEW POLICY PROPOSALS** 

Efficiency Proposals

| Department                             | 2016-17<br>Proposed | 2017-18<br>Proposed | 2018-19<br>Proposed | Total |   | Strand                |
|--|---------------------|---------------------|---------------------|-------|---|-----------------------|
| Communities                            | £000                | £000                | £000                | £000  | EFFICIENCY DESCRIPTION  | of<br>Saving<br>1 - 6 |
| Meals on Wheels                        | 57                  | 0                   | 0                   | 57    | Increase meals cost by £1.00 from £3.70 to £4.70  | 2                     |
| L.A Residential Homes for Older People | 0                   | 0                   | 350                 | 350   | Implementation of alternative service model either Externalising the service or developing a Local Authority<br>Trading Company model | 2                     |
| Domiciliary care                       | 0                   | 500                 | 500                 |       | Implementation of alternative service model either Externalising the service or developing a Local Authority<br>Trading Company model | 2                     |
|  |                     |                     |                     |       |   |                       |
| Total Social Care & Health Service     | 57                  | 500                 | 850                 | 1,407 |   |                       |