



Vale of Glamorgan Council

# Social Services Budget Programme

All Projects Summary Highlight Report

June 2018

## **An Introduction to the Social Services Budget Programme**

The Social Services Budget programme was established several years ago to ensure a focus was maintained on managing the budgetary savings and pressures facing the directorate.

The Budget Programme Board comprises:

- The Leader of the Council
- Cabinet Member for Social Services
- Managing Director
- Director of Social Services
- Head of Children & Young Peoples Services
- Head of Resource Management & Safeguarding
- Head of Finance
- Operational Manager, Accountancy
- Operational Manager, Policy & Performance

The Social Services Budget Programme reports to the Reshaping Services Programme Board due to the synergies which exist between the two programmes. The All Projects Summary Highlight Report is updated for each Social Services Budget Programme meeting and is regularly reported to the Healthy Living & Social Care Scrutiny Committee to ensure oversight of the delivery of savings.

### All Projects Summary Highlight Report

This All Projects Summary Highlight Report gives an overview of the Social Services Budget Programme and is used by the Programme Board to manage and monitor the programme's delivery. This report comprises the following sections:

- 1 – Financial Savings Summary
- 2 – Financial Savings Projects Report

For each savings project, an overall status indicator is set each month by the Programme Board. The status indicator is expressed as red, amber or green. These savings projects are complex and their achievability is potentially impacted by a range of issues and risks. The status indicator shows the Board's holistic assessment of the project in terms of overall achievability and as such they are essentially an indicator of risk. The Board consider the project as a whole and form a view of the status considering such things as the timing for the delivery of savings, the scale of savings to be delivered and any risks which have been identified by the project (examples including those relating to potential reputational risk and the extent of change required).

For 2017/18, the All Projects Summary Highlight Report also contains details of the cost pressures being experienced by the Directorate, in order to enable the visibility, management and monitoring of mitigating actions alongside the savings to be delivered.

## 1 – Social Services Financial Savings Summary

1a – Financial Savings Targets			
	2018/19 (£)	2019/20 (£)	Total (£)
Service Area			
Adult Services	342,000	330,000	672,000
Resource Management & Safeguarding	35,000	0	35,000
Children & Young Peoples Services	42,000	0	42,000
Social Services Directorate	165,100		165,100
<b>Total Savings Required</b>	<b>584,100</b>	<b>330,000</b>	<b>914,100</b>

1b – Social Services Budget Financial Savings Plan				
Year	Total Savings Required (£)	Total Savings Identified (£)	In Year Surplus/ (Shortfall) (£)	Cumulative Surplus/ (Shortfall) (£)
Savings Brought Forward	-	(154,000)	(154,000)	(154,000)
2018/19	584,100	622,100	38,000	(116,000)
2019/20	330,000	400,000	70,000	(46,000)
Total	914,100	868,100	-	(46,000)

## 2 – Financial Savings Projects Report

Ref	Project	2018/19 (£)	2019/20 (£)	Total (£)
A2	Learning Disability Respite Care	42,000	0	42,000
A3	Physical Disability Day Services	60,000	0	60,000
A5	Learning Disability Day Services	16,000	0	16,000
A7	Direct Payments	100,000	0	100,000
A8	Review Team	50,000	0	50,000
A9	Review of Older Persons Day Services	10,000	40,000	50,000
A10	Residential Care Services	50,000		50,000
A12	Charging & Income Generation	30,000	30,000	60,000
A13	Domiciliary Care Commissioning Arrangements	0	50,000	50,000
A14	Reshaping Services – Tranche 3 Procurement	22,000	0	22,000
R1	Reshaping Tranche 3 - Procurement	35,000	0	35,000
C1	Reshaping Tranche 3 - Procurement	41,000	0	41,000
C2	Reshaping Tranche 3 - Procurement	1,000	0	1,000
S1	Social Services Directorate – Establishment Review	165,100		165,100
S2	Social Services Directorate – Reshaping Services	0	280,000	280,000
Total Savings Identified		622,100	400,000	1,022,100

## 2b – Savings Projects Updates

Ref	Project Description	Project Manager	Start Date (MM/YY)	End Date (MM/YY)	In Year RAG Status	Overall RAG Status	Update
A2	<p>Learning Disability Respite Care</p> <p>This project will deliver savings through a reshaped service using alternative service delivery models.</p>	Linda Woodley	04/16	03/18	Green	Green	<p>Following a report to Cabinet in July 2016, consultation with service users was undertaken. A business case was subsequently developed, informed by this consultation activity and information from a soft market testing exercise regarding the potential cost of commissioning placements. A report was considered by Scrutiny Committee in November and was presented to Cabinet in December 2016 which received approval. Commissioning of alternate provision has been completed to deliver the service changes and savings associated with this project. Support measures are in place to work with service users to realise the changes to the model of service provision. Rhoose Road Respite unit closed on the 24th of July 2017. The apportionment of savings across this year and next has been calculated to identify the total to be saved from this project which significantly exceeds the original target of £60k.</p>
A3	<p>Physical Disability Day Services</p> <p>This saving will be achieved through a range of initiatives relating to operating costs.</p>	Linda Ruston /Anne Lintern	04/16	03/18	Red	Red	<p>Discussions held in December to discuss achieving the £10k from the Cleaning contract with scope for further savings possible.</p> <p>Exploratory work is near completion, however combined savings of £30k have been identified from rationalising the cleaning contract at Hen Goleg and Ty Jenner. £10k will be achieved in full in Q2 with the remaining savings from this review being achieved in 2019/20.</p> <p>Work continues to progress regarding options to be considered in relation to future food provision within the Vale</p>
A5	<p>Learning Disability Day Services</p> <p>This saving will be achieved through a</p>	Chris James	04/16	03/18	Amber	Amber	<p>Savings from staffing costs will begin to contribute to the savings target and work is commencing in quarter three to consider the potential future operating model for these services with proposals being developed for reporting in due</p>

## 2b – Savings Projects Updates

Ref	Project Description	Project Manager	Start Date (MM/YY)	End Date (MM/YY)	In Year RAG Status	Overall RAG Status	Update
	range of initiatives relating to operating costs and investigations into new models of working.						<p>course. Savings of £30k were delivered in 2016/17.</p> <p>Following discussions in October 2017 with colleagues from Cardiff and the Vale on the future strategy relating to day opportunities for people with learning disabilities in accordance with the emerging regionalisation agenda, a project plan has been developed and work is underway to progress stakeholder engagement regarding assessment of need.</p> <p>Monthly project meetings are scheduled through to October 2018.</p> <p>Cabinet in January subsequently approved closure of Castle Avenue Day Services Centre.</p> <p>The budget programme board has considered the savings target and has subsequently re-profiled against other schemes</p>
A7	Direct Payments This saving will be achieved through the promotion of Direct Payments as a more cost effective way of arranging care and appropriate monitoring of the same	Linda Woodley	04/17	03/18	Amber	Amber	<p>Work to promote the increased use of direct payments as a way of offering choice to service users continues.</p> <p>The Service is currently undertaking further analysis to better understand the full year effect of changes from Council funding to Direct Payments by people accessing services.</p> <p>Work is progressing and the team continue to achieve savings.</p> <p>Savings will also be realised by dedicated monitoring of users' accounts with monies in excess of contingency funds reclaimed as appropriate.</p>
A8	Review Team This saving will be achieved through the appropriate review	Andy Cole	04/17	03/18	Green	Green	<p>The review team has been operational since the beginning of the year to calculate the forecast savings for the year.</p> <p>The work undertaken to date has delivered the targeted</p>

2b – Savings Projects Updates							
Ref	Project Description	Project Manager	Start Date (MM/YY)	End Date (MM/YY)	In Year RAG Status	Overall RAG Status	Update
	and sizing of care packages.						savings.
A9	Review of Older Person's Day Centres .This saving will be achieved through a change to the operating model for this day centre.	Gaynor Jones	04/17	03/19	Red	Red	The contract for this service with Hafod has been extended for one year to enable time to complete the review of this service. Refurbishment and promotional work is underway to increase utilisation in the interim. A project team has been set up and progressing this work.  The review will include all Older People Commissioning services
A10	Residential Care Services  This saving will be achieved as a result of a review of residential care homes.	Marijke Jenkins	04/17	03/19	Red	Red	Work is underway to consider the cost profile of the residential care homes, including the staffing structures. A further, more detailed, piece of work will be undertaken to review the cost effectiveness of the internal model of residential care services in comparison with alternative operating arrangements.  The first phase of work on the staffing structure has been completed with changes to the senior carer posts and the creation of clerical positions added to the residential establishment
A12	Charging & Income Generation This target will be achieved through changes to the way in which services are charged for and offered.	Amanda Phillips	10/17	03/19	Amber	Amber	This project is due to commence work shortly in readiness for delivering income in 2018/19.  A report to Cabinet will seek to outline the Directorate's proposals for introducing fees and discretionary charges for the next financial year.
A13	Domiciliary Care	Amanda	10/17	03/20	Not yet	Not yet	This project is due to commence work shortly in readiness for

## 2b – Savings Projects Updates

Ref	Project Description	Project Manager	Start Date (MM/YY)	End Date (MM/YY)	In Year RAG Status	Overall RAG Status	Update
	<p>Commissioning Arrangements</p> <p>This target will be achieved through the expansion of outcome based commissioning and exploration of an alternative arrangements for the commissioning of domiciliary care packages.</p>	Phillips			due.	due.	<p>delivering savings in 2019/20. Outcome based commissioning has been trialled during the past twelve months and this will be used to inform these developments.</p> <p>The project group is continuing to progress this work and savings are on target to be achieved.</p>
A14	Reshaping Services – Tranche 3 Procurement	Suzanne Clifton	4/18	3/19	Amber	Amber	More efficient and effective procurement of goods and services.
R1	Reshaping Tranche 3 - Procurement	Amanda Phillips	4/18	3/19	Amber	Amber	More efficient and effective procurement of goods and services.
C1	Reshaping Tranche 3 - Procurement	Rachel Evans	4/18	3/19	Amber	Amber	More efficient and effective procurement of goods and services.
C2	Reshaping Tranche 3 – Procurement – Youth Offending Service	Rachel Evans	4/18	3/19	Amber	Amber	More efficient and effective procurement of goods and services.
S1	Social Services Directorate – Establishment Review	All	4/18	3/19	Amber	Amber	Establishment review
S2	Social Services Directorate – Reshaping Services	All	4/19	31/20	Not Yet Due	Not Yet Due	These savings are those to be identified by all services within the Directorate for the future. Work is currently underway to scope a range of possible options for these projects and these will be considered by the Board in due course.

Key to RAG statuses:



Green = on target to achieve financial savings in full

Amber = forecast to achieve financial savings within 20% of target

Red = forecast to achieve financial savings less than 80% of target