## The Vale of Glamorgan Council

# Healthy Living and Social Care Scrutiny Committee: 8th January 2019

## **Report of the Director of Social Services**

# Revenue and Capital Monitoring for the period 1st April to 30th November 2018

#### **Purpose of the Report**

 To bring to the attention of this Scrutiny Committee, the position in respect of revenue and capital expenditure for the period 1st April to 30th November 2018 regarding those revenue and capital budgets which form this Committee's remit.

#### Recommendations

It is recommended that:-

- 1. Scrutiny Committee consider the position with regard to the 2018/19 revenue and capital monitoring.
- 2. The progress made in delivering the Social Services Budget Programme is noted.

#### Reasons for the Recommendations

- 1. That Members are aware of the position with regard to the 2018/19 revenue and capital monitoring relevant to this Scrutiny Committee.
- 2. That Members are aware of the progress made to date on the Social Services Budget Programme.

#### Background

- On 28th February 2018, Council approved the Revenue and Capital budgets for 2018/19 (minute nos. 746 and 745 respectively). Reports monitoring expenditure are brought to this Committee on a regular basis. Cabinet on 19th November 2018 approved the revised 2018/19 Revenue and Capital budgets (minute nos. C480 and C482 respectively).
- 3. In setting the Social Services budget for 2018/19, the use of £330k from the Social Services Plan reserve was approved.

#### **Relevant Issues and Options**

#### **Social Services Revenue**

- 4. The forecast for Social Services is shown as a balanced budget. However, there will be considerable pressure on this service in the current year.
- 5. On 12th December 2018, notification was received from Welsh Government of a one off in year grant for 2018/19 to support Sustainable Social Services. The value of the grant across Wales is £14m and for this Council it will be £513k. The grant is to be used to help address workforce challenges, focus on mitigating existing children's services pressures, respond to current pressures in core Social Services to be better positioned to manage unexpected or increased demands and to plan for and respond to additional demands on social care resources as a result of winter pressures. The Directorate is currently considering the allocation of this grant to service areas.

	Amended Revenue Budget	Probable Outturn	Variance Favourable (+) Adverse (-)
	£000	£000	£000
Children and Young People	15,477	15,477	0
Adult Services	46,271	46,271	0
Resource Mgt & Safeguarding	277	277	0
Leisure Services	1,349	1,349	0
TOTAL	63,374	63,374	0

- 6. Children and Young People Services The major issue concerning this service for the current year is the pressure on the children's placements budget given the complexities of the children currently being supported and the high cost placements some of these children require to meet their needs. Work continues to ensure that children are placed in the most appropriate and cost effective placements, however in the context of the complexity of need and the national challenges in identifying placements, it is currently anticipated that this budget will overspend. It should be noted that due to the potential high cost of each placement, the outturn position could fluctuate with a change in the number of children looked after and/or the complexity of need. The service holds a reserve that could be accessed at year end to fund high cost placements if required, however, the planned drawdown from reserves will reduce once the grant allocation at para 5 has been considered.
- 7. Adult Services The major issue concerning this service for the coming year will continue to be the pressure on the Community Care Packages budget. This budget is extremely volatile and is influenced by legislative changes such as the National Living Wage. The outturn position is difficult to predict. The service also continues to

be affected by the pressures of continued demographic growth, an increase in the cost of service provision and the Community Care Packages budget will have to achieve further savings this year. The service will strive to manage growing demand and will develop savings initiatives which may be funded via regional grants. Welsh Government has continued to provide Intermediate Care Fund (ICF) grant to Cardiff and Vale University Health Board to allow collaborative working between Health and Cardiff and the Vale Councils however the level of grant funding is not guaranteed on an ongoing basis.

#### **Leisure Services Revenue**

8. Leisure Services - The Parks element of the revenue budget can no longer be reported separately, as operational, it is an integrated part of the new Neighbourhood Services. It is therefore only possible to report the Leisure and Play element under this heading. As Parks capital schemes are separately identifiable they will continue to be reported to this Committee.

#### 2018/19 Savings Targets

- 9. As part of the Final Revenue Budget Proposals for 2018/19, a savings target of £6.298m was set for the Authority. Attached at Appendix 1 is a statement detailing all savings targets relating to this Committee.
- 10. Appendix 2 provides further detail of the savings within the Social Services Budget Programme. The corporate programme board and project teams overseeing the plan will continue to monitor and ensure its delivery. As in previous years, ongoing progress updates will to be reported to Committee as part of the overall financial monitoring report for the Directorate.
- 11. It is anticipated this year that the saving target set will be achieved.

#### Capital

- 12. Appendix 3 details financial progress on the Capital Programme as at 30th November 2018.
- 13. Colwinston Play area It has been requested that the 2019/20 Capital Programme is increased from £48k to £75k. The additional £27k will be funded £14k from Strong Communities Fund and £13k funded from a donation from Colwinston Village Hall.

## **Resource Implications (Financial and Employment)**

14. As detailed in the body of the report. Changes in future service provision may have an impact upon staffing levels and due consideration will be given to the Council's employment policies and procedures.

#### **Sustainability and Climate Change Implications**

15. There are no direct implications arising from this report.

## Legal Implications (to Include Human Rights Implications)

16. There are no legal implications.

#### **Crime and Disorder Implications**

17. There are no crime and disorder implications.

### **Equal Opportunities Implications (to include Welsh Language issues)**

18. There are no equal opportunity implications.

#### **Corporate/Service Objectives**

19. Effective monitoring assists in the provision of accurate and timely information to officers and Members and, in particular, allows services to better manage their resources.

#### **Policy Framework and Budget**

20. The report is in accordance with the Policy Framework and Budget.

#### **Consultation (including Ward Member Consultation)**

21. The appropriate Chief Officer has been consulted. This report does not require Ward Member consultation.

#### **Background Papers**

None

#### **Contact Officer**

Carolyn Michael Operational Manager - Accountancy

#### **Officers Consulted**

**Director of Social Services** 

#### **Responsible Officer**

Lance Carver, Director of Social Services

Title of Saving	Description of Saving	Target Saving £000	Projected Saving	RAG Status	Update Comments, Issues & Actions	Relevant Scrutiny Committee	Project Manager
SOCIAL SERVICES							
<u>Childrens Services</u> Reshaping Tranche 3 - Procurement	More efficient and effective procurement of goods and services	41	41 G	Green	Savings allocated and will be achieved in-year	Health Living & Social Care	Rachel Evans
Reshaping Tranche 3 - Establishment Review	Review of various payments to staff and efficient utilisation of staff	61	61 G	Green	Savings allocated and will be achieved in-year	Health Living & Social Care	Rachel Evans
<b>Total Childrens Services</b>	Gian	102	102 G	reen	100%		
Adult Services Reshaping Services	Review of management of adult care packages and day services to be realised through a variety of delivery options	320	320 G	Green	Various initiative being undertaken	Health Living & Social Care	Suzanne Clifton
Reshaping Tranche 3 - Procurement	More efficient and effective procurement of goods and services	22	22 G	Green	Savings allocated and will be achieved in-year	Health Living & Social Care	Suzanne Clifton
Reshaping Tranche 3 - Establishment Review	Review of various payments to staff and efficient utilisation of staff	75	75 G	Green	Savings allocated and will be achieved in-year	Health Living & Social Care	Suzanne Clifton
<b>Total Adult Services</b>	Gian	417	417 G	reen	100%		
Resource Management & Reshaping Tranche 3 - Procurement	More efficient and effective procurement of goods and services	35	35 G	Green	Savings allocated and will be achieved in-year	Health Living & Social Care	Amanda Phillips
Reshaping Tranche 3 - Establishment Review	Review of various payments to staff and efficient utilisation of staff	29	29 G	Green	Savings allocated and will be achieved in-year	Health Living & Social Care	Amanda Phillips
Total Resource Management & Safeguarding		64	64 G	Green	100%		
TOTAL SOCIAL SERVICES		583	583 G	reen	100%		

#### **APPENDIX 2**



Vale of Glamorgan Council

# Social Services Budget Programme

All Projects Summary Highlight Report

November 2018

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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

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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 are 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).



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# 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>	584,100	330,000	914,100

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	612,100	28,000	(126,000)		
2019/20	330,000	430,000	100,000	(26,000)		
Total	914,100	888,100	-	(26,000)		

Page 4 of 11 2 – Financial Savings Projects Report

2a Savings Project Targets							
Ref	Project	2018/19 (£)	2019/20 (£)	Total (£)			
A2	Learning Disability Respite Care	42,000	-	42,000			
A3	<b>Physical Disability Day Services</b>	60,000	-	60,000			
A5	<b>Learning Disability Day Services</b>	16,000	-	16,000			
A7	<b>Direct Payments</b>	100,000	50,000	150,000			
A8	Review Team	50,000	-	50,000			
A9	<b>Review of Older Persons Day Services</b>	-	50,000	50,000			
A10	<b>Residential Care Services</b>	50,000	-	50,000			
A12	<b>Charging &amp; Income Generation</b>	30,000	50,000	80,000			
A13	Domiciliary Care Commissioning Arrangements (Your Choice)	-	50,000	50,000			
A14	Reshaping Services – Tranche 3 Procurement	22,000		22,000			
A15	Maximising Reablement	-	100,000	100,000			
A16	Complex Cases Review	4 -	130,000	130,000			
R1	Reshaping Tranche 3 - Procurement	35,000	_	35,000			
<b>C1</b>	Reshaping Tranche 3 - Procurement	41,000	-	41,000			
<b>C2</b>	Reshaping Tranche 3 - Procurement	1,000	-	1,000			
<b>S1</b>	Social Services Directorate – Establishment Review	165,100	-	165,100			
Total Sav	rings Identified	612,100	430,000	1,042,100			

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Ref	Project Description	Project Manager	Start Date (MM/YY)	End Date (MM/Y Y)	In Year RAG Status	Overall RAG Status	Update
A2	Learning Disability Respite Care This project will deliver savings through a reshaped service using alternative service delivery models.	Linda Woodley	04/16	03/18	Green	Green	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.
А3	Physical Disability Day Services This saving will	Andy Cole	04/16	03/18	Red	Red	Full year effect savings identified amount to £29,609.07 which will be realised from April 2019/20 however, this partial saving of £7,402 will be achieved in Q4 2018/19.

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#### 2b – Savings Projects Updates Ref End **Update Project Project** Start In Year Overall **Description** Manager Date RAG **RAG** Date (MM/YY) (MM/Y Status **Status** Y) be achieved through a range Work continues to progress on remodelling hot of initiatives meal provision within the Vale. relating to operating costs. Linda 04/16 03/18 Savings from staffing costs have been realised in **A5** Learning Green Green **Disability Day** Woodley this financial year and on a permanent basis. Services This saving will **A Regional Commissioning Strategy for Adults** be achieved with a Learning Disability is currently being through a range consulted on and will inform future service of initiatives delivery. relating to operating costs and investigations into new models of working. **A7 Direct Payments** Linda 04/17 03/18 In excess of £100k has been achieved through Green Green This saving will Woodley recovery of unused monies however, this is not be achieved a recurrent saving. through the promotion of Robust procedures to ensure regular monitoring **Direct Payments** of these payments are in place which means

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#### 2b - Savings Projects Updates Ref End Overall **Update Project Project** Start In Year **Description** Date RAG RAG Manager Date (MM/YY) (MM/Y Status Status Y) that the opportunity to recoup at the same as a more cost effective way of level in future years will not be feasible. arranging care and appropriate monitoring of the same 04/17 03/18 Green **A8 Review Team** Andy Full savings are on track to be achieved in full by Green This saving will Cole the end of the financial year. be achieved through the appropriate review and sizing of care packages. 03/19 **Review of Older** Andy 04/17 **A9** Red Red Cole Person's Day The project team continues to review this Centres. This service and as a consequence the savings target saving will be although believed to be achievable will not be realised in 2018/19. It is recommended that the achieved through a change to the savings target of £10k is moved into 2019/20 operating model for this day The project team is continuing with exploratory work in relation to the provision of Older centre. **Persons Day opportunities**

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2b – S	2b – Savings Projects Updates								
Ref	Project Description	Project Manager	Start Date (MM/YY)	End Date (MM/Y Y)	In Year RAG Status	Overall RAG Status	Update		
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	Green	Green	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	Green	Green	£30k has been achieved through debt recovery. A report to Cabinet will seek to outline the Directorate's proposals for introducing fees and discretionary charges for the next financial year.		

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2b – S	2b – Savings Projects Updates								
Ref	Project Description	Project Manager	Start Date (MM/YY)	End Date (MM/Y Y)	In Year RAG Status	Overall RAG Status	Update		
		_	_						
A13	Domiciliary Care Commissioning Arrangements (Your Choice)	Amanda Phillips	10/17	03/20	Not yet due.	Not yet due.	The project group is continuing to progress work and savings are on target to be achieved in 2019/20.		
	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.								
A14	Reshaping Services – Tranche 3 Procurement	Suzanne Clifton	4/18	3/19	Green	Green	Full savings of £22k have been achieved.		
A15	Maximising Reablement	Suzanne Clifton		31/20	Amber	Amber	This project includes growing the VCRS service to include a wider variety of needs of		

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Service

#### 2b – Savings Projects Updates Ref End Overall **Update Project Project** Start In Year **Description** Date RAG **RAG** Manager Date (MM/YY) (MM/Y Status Status Y) individuals through extended use of reablement models which will impact on the community care commitments as the person's longer term needs will be reduced. 31/20 **A16** Not yet Increased focus on supporting practitioners to Suzanne Not yet Clifton due manage complex cases in partnership with due other statutory agencies ensuring the individual's care and support needs are met. **Complex Cases** Review Additionally, working with children and young people transitioning to Adult Services to ensure continuity of case management and enabling their care and support needs to be met. 4/18 Amanda 3/19 Green **R1** Reshaping Green Full savings have been achieved Tranche 3 -**Phillips Procurement** 4/18 Rachel 3/19 **C1** Green Green Full savings of £42k (which includes £1k for YOS Reshaping Tranche 3 -C2) has been achieved **Evans Procurement** 4/18 Achieved – as above. **C2** Rachel 3/19 Green Reshaping Green Tranche 3 -**Evans** Procurement -**Youth Offending**

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#### 2b - Savings Projects Updates Ref **Project** End In Year Overall **Update Project** Start **Description** Manager Date Date RAG RAG (MM/YY) (MM/Y Status Status Y) **S1** ΑII 4/18 3/19 Green Green Adult Services – through a process of realigning and deleting vacant hours across adults division, realising a saving of **Social Services** £79,518 thus overachieving by £5k. Directorate -**Establishment** RMS - savings of £28k achieved Review Children& Young Peoples' Services – Full savings of £60k have been achieved

### **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

CAPITAL MONITORING
FOR THE PERIOD ENDED 30th NOVEMBER 2018
APPENDIX 3

ACTUAL   Property   Comment	FOR THE PI	ERIOD ENDI	ED 30th NOVEMBER 2018			1	1	
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and Carrier Forthcen Euclides  OF CFT Publish Seventers Firstedly (IOT Suchaway-Centred Firste	0	0	External Ground works, Youth Offending	34	34	0	A Phillips	Confirmed drains needs to be renewed following CCTV survey. Arranging for design to be undertaken
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Descriptions of the company of the c			· ·					
O ICF Southway-Demential Friendly Commissioner Commission	0	0	ICF Ty Dewi Sant-Dementia Friendly	227	227			New scheme to create a dementia friendly environment. Tenders being prepared
O ICCT - Ty Dylan O ICCT - Ty Dylan O ICCT - Ty Dylan O ICT - Ty Dylan O I	0	0	ICF Southway -Dementia Friendly	200	200	0	A Phillips	New scheme to create a dementia friendly environment. Tenders being prepared
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0   Fire Piccardion Works   17   17   0   A Phillips   18   18   18   18   18   18   18   1	0	0	ICF- Ty Dyfan	28	28	0	A Phillips	New scheme to carry works to the reablement unit to include creation of a balcony on the first floor.
O ICT Infrastructure 29 20 20 1 Phillips of Infrastructure 29 20 20 20 20 20 20 20 20 20 20 20 20 20	0							
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5   S   Colcot Pitches   18   18   18   19   159	368	368	Total Leisure	3,389	3,389	0		
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