

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

1. 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

2. 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 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	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	Green	Savings allocated and will be achieved in-year	Health Living & Social Care	Rachel Evans
Total Childrens Services		102	102	Green	100%		
<u>Adult Services</u>							
Reshaping Services	Review of management of adult care packages and day services to be realised through a variety of delivery options	320	320	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	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	Green	Savings allocated and will be achieved in-year	Health Living & Social Care	Suzanne Clifton
Total Adult Services		417	417	Green	100%		
<u>Resource Management & Safeguarding</u>							
Reshaping Tranche 3 - Procurement	More efficient and effective procurement of goods and services	35	35	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	Green	Savings allocated and will be achieved in-year	Health Living & Social Care	Amanda Phillips
Total Resource Management & Safeguarding		64	64	Green	100%		
TOTAL SOCIAL SERVICES		583	583	Green	100%		



Vale of Glamorgan Council

Social Services Budget Programme

All Projects Summary Highlight Report

November 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).

DRAFT

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
Total Savings Required	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)

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	Physical Disability Day Services	60,000	-	60,000
A5	Learning Disability Day Services	16,000	-	16,000
A7	Direct Payments	100,000	50,000	150,000
A8	Review Team	50,000	-	50,000
A9	Review of Older Persons Day Services	-	50,000	50,000
A10	Residential Care Services	50,000	-	50,000
A12	Charging & Income Generation	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	-	130,000	130,000
R1	Reshaping Tranche 3 - Procurement	35,000	-	35,000
C1	Reshaping Tranche 3 - Procurement	41,000	-	41,000
C2	Reshaping Tranche 3 - Procurement	1,000	-	1,000
S1	Social Services Directorate – Establishment Review	165,100	-	165,100
Total Savings Identified		612,100	430,000	1,042,100

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 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 This saving will</p>	Andy Cole	04/16	03/18	Red	Red	<p>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.</p>

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
	be achieved through a range of initiatives relating to operating costs.						Work continues to progress on remodelling hot meal provision within the Vale.
A5	<p>Learning Disability Day Services</p> <p>This saving will be achieved through a range of initiatives relating to operating costs and investigations into new models of working.</p>	Linda Woodley	04/16	03/18	Green	Green	<p>Savings from staffing costs have been realised in this financial year and on a permanent basis.</p> <p>A Regional Commissioning Strategy for Adults with a Learning Disability is currently being consulted on and will inform future service delivery.</p>
A7	<p>Direct Payments</p> <p>This saving will be achieved through the promotion of Direct Payments</p>	Linda Woodley	04/17	03/18	Green	Green	<p>In excess of £100k has been achieved through recovery of unused monies however, this is not a recurrent saving.</p> <p>Robust procedures to ensure regular monitoring of these payments are in place which means</p>

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
	as a more cost effective way of arranging care and appropriate monitoring of the same						that the opportunity to recoup at the same level in future years will not be feasible.
A8	Review Team This saving will be achieved through the appropriate review and sizing of care packages.	Andy Cole	04/17	03/18	Green	Green	Full savings are on track to be achieved in full by the end of the financial year.
A9	Review of Older Person's Day Centres. This saving will be achieved through a change to the operating model for this day centre.	Andy Cole	04/17	03/19	Red	Red	<p>The project team continues to review this service and as a consequence the savings target although believed to be achievable will not be realised in 2018/19. It is recommended that the savings target of £10k is moved into 2019/20</p> <p>The project team is continuing with exploratory work in relation to the provision of Older Persons Day opportunities</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
A10	<p>Residential Care Services</p> <p>This saving will be achieved as a result of a review of residential care homes.</p>	Marijke Jenkins	04/17	03/19	Green	Green	<p>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.</p> <p>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.</p>
A12	<p>Charging & Income Generation</p> <p>This target will be achieved through changes to the way in which services are charged for and offered.</p>	Amanda Phillips	10/17	03/19	Green	Green	<p>£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.</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
A13	<p>Domiciliary Care Commissioning Arrangements (Your Choice)</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>	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.
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

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
							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.
A16	Complex Cases Review	Suzanne Clifton		31/20	Not yet due	Not yet due	<p>Increased focus on supporting practitioners to manage complex cases in partnership with other statutory agencies ensuring the individual's care and support needs are met.</p> <p>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.</p>
R1	Reshaping Tranche 3 - Procurement	Amanda Phillips	4/18	3/19	Green	Green	Full savings have been achieved
C1	Reshaping Tranche 3 - Procurement	Rachel Evans	4/18	3/19	Green	Green	Full savings of £42k (which includes £1k for YOS C2) has been achieved
C2	Reshaping Tranche 3 – Procurement – Youth Offending Service	Rachel Evans	4/18	3/19	Green	Green	Achieved – as above.

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
S1	Social Services Directorate – Establishment Review	All	4/18	3/19	Green	Green	<ul style="list-style-type: none"> • Adult Services – through a process of realigning and deleting vacant hours across adults division, realising a saving of £79,518 thus overachieving by £5k. • RMS - savings of £28k achieved • 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

PROFILE TO DATE	ACTUAL SPEND 2018/19		APPROVED PROGRAMME 2018/19	PROJECTED OUTTURN 2018/19	VARIANCE AT OUTTURN 2018/19	PROJECT SPONSOR	COMMENTS
£000	£000		£000	£000	£000		
		Adult Services					
0	0	Social Services Asset Renewal	20	20	0	A Phillips	To be allocated
0	0	Hen Goleg Day Centre Fire Alarm	38	38	0	A Phillips	Works to be completed in October 2018. Finalising account
18	18	Hen Goleg Day Centre Lighting Upgrade	26	26	0	A Phillips	Works to be completed in October 2018. Finalising account
0	0	External Ground works, Youth Offending and Cartref Porthceiri buildings	34	34	0	A Phillips	Confirmed drains needs to be renewed following CCTV survey. Arranging for design to be undertaken
0	0	ICF Ty Dewi Sant-Dementia Friendly	227	227	0	A Phillips	New scheme to create a dementia friendly environment. Tenders being prepared
0	0	ICF Southway -Dementia Friendly Environment	200	200	0	A Phillips	New scheme to create a dementia friendly environment. Tenders being prepared
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.
0	0	Fire Precaution Works	17	17	0	A Phillips	Some works complete with further works to be prioritised through fire risk assessments.
0	0	ICT Infrastructure	87	87	0	A Phillips	To implement an all Wales scheme which is to enable the interfacing of a range of different systems across local authorities and NHS orgs.
13	13	Residential Home Refurbishment	29	29	0	A Phillips	Works to sluice room have been carried out and more works are required. Minor snagging remaining.
6	6	Hen Goleg Works	17	17	0	A Phillips	Works complete with retention and fee's outstanding
37	37	Total Adult Services	723	723	0		
		Children's Services					
4	4	Flying Start - Family Centre	4	4	0	R Evans	Scheme complete.
0	0	Flying Start - Update and Upgrade ICT equipment	8	8	0	R Evans	Welsh Government grant funded scheme. Network upgrade complete.
14	14	Flying Start - Outdoor Play Area and canopy	16	16	0	R Evans	Welsh Government grant funded scheme. Works Complete.
30	0	Flying Start -Ladybirds	90	90	0	R Evans	Additional Welsh Government grant funding received. Approved by Emergency powers 19.7.18. Works to be completed October 2018
18	18	Total Children's Services	118	118	0		
		Leisure					
23	23	Capital Bid - Electrical Rewire Barry & Penarth Leisure Centres	1,107	1,107	0	D Knevet	Works to commence in Barry Leisure Centre in October and in Penarth Leisure Centre after Christmas
170	170	Leisure Centre Improvement	1,566	1,566	0	D Knevet	Works have commenced in Barry Leisure Centre.
108	108	Leisure Capital Bids	566	566	0	D Knevet	Llantwit Leisure Centre roofing complete and works tendered for solar panels for Cowbridge Leisure Centre Roof
5	5	Community Centres Works	40	40	0	D Knevet	Works will include boiler replacements and other essential upgrades of community buildings.
14	14	Improvement Works at Heol Lliard Community Hall	15	15	0	D Knevet	Continuation of previous years scheme. Complete
42	42	Leisure Centre Refurbishment	89	89	0	D Knevet	Heating works to be undertaken in Penarth Leisure Centre reception
6	6	Romilly Mess Room	6	6	0	E Reed	Scheme complete
368	368	Total Leisure	3,389	3,389	0		
		Parks					
5	5	Colcot Pitches	18	18	0	D Knevet	CCTV works undertaken
7	7	Asset Renewal	159	159	0	D Knevet	£120k allocated from Neighbourhood asset renewal fund and works are being programmed.
153	153	Lougher Place Play Area	169	169	0	D Knevet	Works complete.
2	2	Cemetery Approach	190	190	0	J Dent	Tenders being reviewed
0	0	Replacement Jenner Park Stadium Roof	2	2	0	D Knevet	Allocated from the Asset Renewal budget. Works to be carried out in 2019/20
4	4	Green Flag Parks	78	78	0	D Knevet	Allocated from the Asset Renewal budget, works to be programmed. Contract currently on Sell to Wales
50	3	Batts Field Play Area	55	55	0	M Goldsworthy	Tender due to be issued during September with works planned to commence in November
0	0	Colwinston Play Area	48	48	0	M Goldsworthy	Currently at consultation stage. 2019/20 budget to be increased by £27k
65	64	Upgrade existing play area at Ceri Road Rhooose	67	67	0	M Goldsworthy	Scheme complete
16	16	Ystradowen Community Sports Association	16	16	0	M Goldsworthy	Scheme complete
302	254	Total Parks	802	802	0		
725	677	COMMITTEE TOTAL	5,031	5,031	0		