

Budget Overspend – Health, Adults & Community

Overview & Scrutiny Committee 21/9/20

Councillor Rachel Blake & Denise Radley,
Corporate Director



Directorate Overview



- Month 4 - £4.87m overspend (a small improvement on month 3)
- Excludes Covid related expenditure of c£4.8m set aside grants or NHS Covid funding
- Driven by costs in Adult Social Care & Integrated Commissioning - £5.01m overspend at M4 against a budget of £100.91m (focus of this presentation)
- Public Health – ring-fenced grant – forecast to break even
- Community Safety – recovery plan in place to address pressure on CCTV budget – effectively implemented and service forecasting a £0.142 underspend



Adult Social Care & Integrated Commissioning



- Severe pressure caused by demand and cost pressures of care packages – pressures seen across most of the service/teams in Adult Social Care
- National picture of pressure on adult social care – driven mostly by increasing complexity of need in younger disabled people and the ageing population
- In learning disability services we have an overspend of c£2.5m
- In mental health services we have an overspend of c£2.2m
- Income from the NHS is lower than budgeted
- We have some areas which are underspending, mitigating the full impact of pressures – Integrated Commissioning staffing, transport



Savings



- The 20/21 budget includes £2.55m of savings to be delivered
- £0.743 has been delivered to date
- Key risk areas:
- Delivering the full 506k saving on the learning disability “Promoting Independence” programme – around 300k currently in delivery
- Delivering the 521k saving through the Care & Support Package Panels – work to track and validate downward pressure on the cost of packages is proving a challenge



Recovery Plan

- Due to the size of the pressure, an additional recovery plan has been drawn up over and above existing savings targets
- Target of an additional 500k saving through Panels, additional expenditure controls & use of Usual Cost guidance – as per the saving, an impact is not yet evident
- Review of small packages of care (up to 3 hours a week) and those receiving only shopping, housework, telephone lines – these projects are concluding and have achieved savings
- Review of very high cost packages (over £1200 per week) focused on potential for further re-ablement, technology enabled care etc. – this work is ongoing



Priority Actions



- Removed all agency staff unless essential – this has had a positive impact (levels were already much reduced from last year) – regular review with HR. Implementation of the recent ASC restructure will reduce still further over next 3-4 months
- Stopped all non-essential expenditure
- Recruitment Freeze
- Strengthening culture of budget accountability at all levels of the organisation – significant improvements and work is ongoing
- Increased control on sign off of care packages through panels and management tiers
- A focus on our strengths based approach – building on people’s own assets, networks and the community
- Deep dives into key budget areas – e.g. LD, MH



Priority Further Actions



- Recommencement of performance and activity reporting following the upgrade to Mosaic – starts this month but will remain partial for several more months
- Continue to work across finance, performance & the service to track and validate the impact of increased scrutiny of cases
- Data informed deep dives so that underspends are better understood and detailed actions can be targeted
- Continue to regularly review all of the ‘basics’ – agency spend, non-essential spend, recruitment etc.
- Review demographic growth to better inform future planning
- Review all transitions cases to inform the above



Issues & Risks



- Impact of Covid – impact of first wave not yet fully seen, hidden demand, increased demand e.g. MH plus capacity to focus on the savings, recovery plan etc. during second wave
- Activity and performance data to drive better understanding and reporting – leading to more targeted action
- In benchmarking we tend to have high costs however the service experience is still of high demand, complexity, need and expectations
- Backlog of assessments for Continuing Health Care – ensuring those who meet the criteria receive fully funded NHS care

