

HEALTH, HOUSING & ADULT SOCIAL CARE – 2018/19 FINANCIAL PROGRESS BACKGROUND INFORMATION

Summary

- 1 This paper provides Members with further information on the financial position of the HHASC directorate in 2018/19 and the mitigating actions taken.

In Year Projections

- 2 During the year the following projections of the likely outturn position were made:
 - Quarter 1 = +£0.508m
 - Quarter 2 = +£0.576m
 - Quarter 3 = +£0.830m
 - Outturn = +£0.946m

This shows a worsening in the projections from Q1 to final outturn of £0.438m.

- 3 It should also be noted that, as part of the budget preparation process, the directorate identified underlying budget pressures totalling £3.0m that were expected to materialise during 2018/19. In the event, due to the pressures across the whole council budget, Members agreed to allocate £2.2m of growth funding to HHASC.

Major Expenditure Variations

- 4 The major variations that have been previously reported and contributed to the final general fund outturn overspend of £0.898m were:

• External Residential Care	+£1.300m
• Supported Living	+£0.695m
• Nursing Care	+£0.272m
• CYC Residential Care	+£0.213m
• Personal Support Services	+£0.165m
• Contracted Services	-£0.397m
• Supported Employment	-£0.127m
• Small Day Services	-£0.101m
• Community Support Budgets	-£0.093m
• Senior Staff Vacancies	-£0.117m
• Contributions from grants and reserves	-£0.631m

Mitigating Actions

- 5 In response to the emerging pressures and adverse projection the directorate implemented a series of mitigations to try and reduce the projected overspend as far as possible by the year end, including:
 - Reviewing all direct payment accounts to identify unused funding that could be recovered.

- Reviewing recent continuing health care (CHC) decisions to ensure that the appropriate level of funding is received for health needs.
- Reviewing the level of expenditure to be committed from specific unbudgeted in year grants and reserves to generate one-off savings.
- Transferred the management of Supported Living Schemes to the commissioning team to enable more detailed scrutiny of individual scheme costs to be undertaken.
- Reviewing customer contributions to residential and nursing care placements to ensure all are still set at the appropriate level.
- Identifying void charges made to the older person's accommodation programme and ensuring the HRA is charged where appropriate.
- Reviewing all Work with York and temporary staffing arrangements to ensure they are still necessary.
- Introduced restrictions on all discretionary expenditure and held recruitment to vacant posts wherever possible and safe to do so.

Additional review work now underway

- 6 As well as the immediate in year mitigations above, the directorate has subsequently implemented reviews into a number of expenditure areas that should help mitigate pressures going forward.
- Review Direct Payments: Having successfully reduced the overspend by c£600k in 2018/19 the next phase is to stream line our review processes to ensure that customers' packages and the contingency they hold in their accounts for exceptional circumstances are capped at an appropriate level.
 - Continued Review of Supported Living: A working group has been established for several weeks and reviews of approximately one third of the schemes to date have resulted in spend reductions of c£200k.
 - Review of Overnight and Personal Support service: The service lead is looking at whether those supported overnight can be done so in a different way. There is an ongoing review of Independent Living Communities which the Personal support Service are feeding into in order to make their service more efficient and provide the right model of care.
 - Uncommitted Older Persons' Accommodation Programme budget: Use of current underspend pending the next phase/refresh of the programme.
 - Review of Home Care exception packages: Identify customers who are using more expensive providers and move to our tiered framework at cheaper rates.
 - Review of Be Independent: Several savings have been made already but further work is to be done to review the business to improve its efficiency and performance whilst bringing the budget back in to line.
 - Commercialisation of York's Future Focus model: Several authorities have expressed an interest in purchasing our asset based model. We are currently exploring whether this is a viable income generation opportunity for CYC.
 - Streamline Review process: look at how we review packages and use the opportunity to explore different ways of supporting customers rather than

traditional methods. Review low level packages of care: looking at how customers needing low levels of care are supported, particularly those without personal care needs.

Other options to be considered that may require some one-off investment

- 7 Subject to future decisions by the Executive the following options may be put forward for consideration for funding from the council's risk reserve:
- Investment in training and support to improve Continuing Health Care and Section 117 funding or cost reduction.
 - Investment to embed the Future Focus programme as business as usual with a particular focus on Learning Disability support. We intend to move future focus into its final programme year and embed robust review into our assessment model, the one remaining outstanding objective of that programme. A revised model backed up by improved care planning tools designed to focus on people's strengths and reduce need for formal social care.
 - Co-ordinate the roll out of Talking Points to the wider population. The early feedback and intelligence from the talking points run so far suggest this is a very successful way of intervening early and signposting customers elsewhere, thus avoiding paid-for care.
 - Investment to support the Mental Health Accommodation Project: This initial investment could have long term system wide benefits for health, housing and social care.

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