

**FALKIRK COUNCIL**

**Subject: SOCIAL WORK ADULT SERVICES OVERSPEND 2014/15**

**Meeting: SCRUTINY COMMITTEE**

**Date: 4 FEBRUARY 2016**

**Author: HEAD OF SOCIAL WORK ADULT SERVICES**

**1. INTRODUCTION**

- 1.1 This report provides an update on the report to the Scrutiny Committee on 15<sup>th</sup> October 2015 on the same subject. That report is attached for ease of reference as Appendix 1.

**2. CURRENT POSITION**

- 2.1 The pressures on the budget continue to be challenging. As reported in October, the projected outturn was an overspend of around £1.4m representing a variance of 2% against the budget. In the most recent report to the Executive on the financial position for 2015/16, the projection remains an overspend of £1.419m again representing a 2% variance on the budget.
- 2.2 At the October meeting, the committee received information on pressures in relation to 24 hour care which is the most significant area of overspend within the budget. An updated version of the table provided is attached as Appendix 2. There continues to be high demand but there is no significant movement on the numbers of people in 24 hour care from those reported in October.
- 2.3 The other significant spending pressure continues to be provision of care at home primarily for frail older service users.

**3. ACTION TAKEN TO ADDRESS THE OVERSPEND**

- 3.1 At the October meeting, the committee was advised of a number of initiatives to shift the approach in providing services focussed on re-ablement. Since the meeting there have been further initiatives in that direction, most significantly, the opening of re-ablement and assessment beds at the Council's existing Summerford and Oakbank Homes. These provide an opportunity for discharge from hospital with an intention to return home rather than the existing pathway into residential accommodation. This is coupled with the development of an initiative to provide enhanced care at home, the Closer to Home Project, which is a joint initiative between the Council and the Health Board funded through the Integrated Care Fund. This aims to prevent hospital admissions but, more generally, maintaining people in their own homes should assist in easing pressure on the 24 hour care budget. The Closer to Home initiative is at an early stage and there will be an evaluation process to assess its impact in due course.

- 3.2 In relation to care at home, the service will shortly be introducing real time monitoring for care at home staff. This will have the benefit of allowing services to be better planned to make better use of downtime and will also reduce administrative costs. The same system will also be introduced for private providers. This should allow for more efficient procurement from private providers.
- 3.3 More broadly, work continues on developing a new approach to eligibility criteria. This will be a two stage process. Firstly, there is a need to press forward with the existing Council decision to reprofile services towards those assessed as having critical and substantial needs. Secondly, there will be a more general consideration of the utility of the current categories of need. There is also a recognition in the service that in the application of the existing policy, there is a need for a better balance between the allocation of staff time between the initial assessment of needs and the ongoing review of those needs.

#### **4. RECOMMENDATION**

**It is recommended that the Committee notes the contents of the report.**

.....  
**HEAD OF SOCIAL WORK ADULT SERVICES**

Date: 27 January 2016

Contact Name: Colin Moodie

#### **BACKGROUND PAPERS**

NIL

**FALKIRK COUNCIL**

**SUBJECT: SOCIAL WORK ADULT SERVICES OVERSPEND 2014/2015**  
**MEETING: SCRUTINY COMMITTEE**  
**DATE: 15 OCTOBER 2015**  
**AUTHOR: HEAD OF SOCIAL WORK ADULT SERVICES**

**1. INTRODUCTION**

- 1.1 The purpose of this report is to provide Scrutiny Committee with information on the budget overspend in Social Work Adult Services during the financial year 2014/2015.
- 1.2 The report will also advise Members on actions being taken to monitor and manage expenditure in the current financial year.

**2. BUDGET EXPENDITURE IN 2012/13, 2013/14, 2014/2015**

- 2.1 Over the past 2 years the Adult Care budget has out-turned as follows:
- 2012/13 – There was an underspend of £733,000 which was a variance of -1.1% against the allocated budget.
  - 2013/14 – There was an overspend of £301,000, a variance of 0.4% against the allocated budget.
- 2.2 The Adult Care budget in the last financial year was £68,980,930. The year-end outturn showed an overspend of £575,430 which is a variance of 0.8% against the allocated budget. The main area of overspend was 24 hour placements.
- 2.3 The main pressures on the budget were reported to the Executive by the Director of Social Work Services on 30<sup>th</sup> September 2014.
- 2.4 In addition a comprehensive report on budget pressures in Social Work was included as an appendix to the Revenue Budget Framework 2015/16 – 2017/18.
- 2.5 The September report highlighted that there was a potential overspend of £0.70 million which was brought down to £0.575 million by year end through a process of careful management and monitoring.
- 2.6 The pressures that contributed to the overspend centred to a large extent on increased demand which continues to be a feature going forward. The main areas of increased demand are summarised as follows:

●	8% increase in people assessed as needing community care services.
●	Significant increase in Adult Support and Protection work as this issue comes to the fore in communities through better communication and involvement.
●	Increase in Home Care provision.
●	6% increase in the requirement for Care Home places.
●	Increase in complex care expenditure in line with medical advances.

2.7 Much of these increases are as a result of demographic changes and a need to respond to referrals within current policy guidelines.

### **3. ACTIONS BEING TAKEN TO MANAGE THE PRESSURE**

3.1 The Adult Care budget for the current year is £70,071,240 and there is a real challenge for the service to constrain expenditure to those levels and meet demanding savings targets.

3.2 Work has started on re-profiling eligibility criteria to ensure that as we go forward scarce resources are targeted at those with the highest level of need. In addition work with partners is focussed on ensuring accessible services are in place which are aimed at preventing needs escalating.

3.3 The current predicted outcome is showing a potential overspend of around £1,400,000 which is a 2% variance against the budget. Considerable focus is being brought to bear on bringing down this amount.

3.4 The integration of services with Health partners offers an opportunity to transform our approach to service delivery. Going forward we will focus on delivering outcomes to support service users to maintain independence. In order to achieve this transformation the service will look to prevention and reablement services which can be delivered through an integrated approach.

3.5 There remains in particular a difficulty with the cost and volume of 24 hour placements and the service is targeting actions in this area. These include.

●	Intense scrutiny on each placement.
●	Training for staff on alternative ways of working.
●	Review of contract costs.
●	Work on service transformation to develop a closer partnership approach and outcomes focussed care plans
●	Re-profile of Eligibility Criteria.

### **4. CONCLUSION AND RECOMMENDATIONS**

4.1 Social Work Adult Services continue to face a difficult and challenging time. The service is rising to the challenge by reviewing working practice, integrating services and developing a partnership approach with service users.

4.2 However this change process is at the very start and will take time to be implemented throughout the service.

4.3 In the meantime Social Work Adult Services senior management will continue to monitor and manage expenditure on a regular basis.

4.4 **Members are asked to:**

- **Note the contents of this report.**

.....  
Deirdre Cilliers  
Head of Social Work Adult Services  
Contact 4005  
Date: 31<sup>st</sup> August 2015

**LIST OF BACKGROUND PAPERS**

FINANCIAL POSITION SOCIAL WORK SERVICES – 30 SEPTEMBER 2014

REVENUE BUDGET FRAMEWORK 2015/16 – 2017/18

No of Residents in Care

APPENDIX 2

	Frail Elderly	FPNC only	Physical Disability	Learning Disability	Mental Heath	Total
<b>final 12/13</b>	<b>549</b>	<b>156</b>	<b>in with FE</b>	<b>97</b>	<b>60</b>	<b>862</b>
as at 13/09/13	426	160	134	99	68	887
as at 08/01/14	436	158	143	93	74	904
<b>final 13/14</b>	<b>441</b>	<b>162</b>	<b>148</b>	<b>95</b>	<b>74</b>	<b>920</b>
as at 12/09/14	437	179	158	97	77	948
as at 09/01/15	437	168	173	98	76	952
<b>final 14/15</b>	<b>460</b>	<b>169</b>	<b>180</b>	<b>97</b>	<b>79</b>	<b>985</b>
as at 03/07/15	471	164	166	100	82	983
as at 31/08/15	470	164	173	103	83	993
<b>as at 30/09/15</b>	<b>473</b>	<b>159</b>	<b>172</b>	<b>104</b>	<b>82</b>	<b>990</b>
as at 06/11/15	471	159	171	104	82	987
as at 27/11/15	487	153	162	104	82	988
as at 07/01/16 #	479	156	168	105	82	990

# there may be admissions that we had not been notified at the time of running report