

Supplementary Agenda

West Dunbartonshire
Health & Social Care Partnership

West Dunbartonshire Health & Social Care Partnership Board

Date: Wednesday, 2 October 2019

Time: 10:00

Venue: Civic Space, Council Offices, 16 Church Street, Dumbarton

Contact: Gabriella Gonda, Committee Officer
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Dear Member

Urgent Item of Business

I refer to the agenda for the above Meeting of the West Dunbartonshire Health & Social Care Partnership Board which was issued on 23 September 2019 and now enclose for your attention a copy of the undernoted report which Mr Allan Mcleod, Chair, has agreed to accept as an urgent item of business.

Yours faithfully

BETH CULSHAW

Chief Officer of the
Health & Social Care Partnership

Undernote:-

**11. FINANCIAL PERFORMANCE REPORT AS AT PERIOD 5
(31 AUGUST 2019)**

139 – 170

Submit report by the Chief Financial Officer providing an update on the financial performance as at period 5 to 31 August 2019, and a projected outturn position to 31 March 2020.

Distribution:-

Voting Members

Allan Macleod (Chair)
Denis Agnew
Marie McNair
John Mooney
Rona Sweeney
Audrey Thompson

Non-Voting Members

Barbara Barnes
Beth Culshaw
Jo Gibson
Jonathan Hinds
Chris Jones
John Kerr
Helen Little
Diana McCrone
Anne MacDougall
Kim McNab
Peter O'Neill
Selina Ross
Julie Slavin
Val Tierney

Senior Management Team – Health & Social Care Partnership

Date of issue: 27 September 2019

WEST DUNBARTONSHIRE HEALTH & SOCIAL CARE PARTNERSHIP BOARD**2 October 2019**

Subject: Financial Performance Report as at Period 5 (31 August 2019)**1. Purpose**

- 1.1** To provide the Health and Social Care Partnership Board with an update on the financial performance as at period 5 to 31 August 2019, and a projected outturn position to 31 March 2020.

2. Recommendations

- 2.1** The HSCP Board is recommended to:

- note the updated position in relation to budget movements on the 2019/20 allocation by WDC and NHSGGC and direction back to our partners to deliver services to meet the strategic priorities of the HSCP Board;
- note that the revenue position currently shows a projected year to date and annual adverse (over spend) position of £0.550m (-0.9%) and £1.030m (-0.6%) respectively;
- approve continued spend with CATCH Scotland Ltd and activation of the option to extend this contact until 30 November 2020 pending a new procurement exercise being undertaken as detailed in section 4.6;
- consider the draft recovery plan as required by the integration scheme to address the projected overspend;
- note the potential impact on the reserves position if new demand is not managed within existing resources;
- note the update on monitoring of savings agreed for 2019/20;
- note the analysis of the reserve balances; and
- note the update on the capital position and the projected timelines for completion.

3. BackgroundRevenue

- 3.1** At the meeting of the HSCP Board on 28 March 2019, Members agreed the revenue estimates for 2019/20. A total net budget of £158.946m was approved.
- 3.2** Since the March Board report there have been a number of adjustments and a total net budget of £160.810m is now being monitored as detailed within Appendix 1.

4. Main Issues

Revenue

- 4.1 The summary table below currently identifies a projected year to date and annual overspend of £0.550m and £1.030m (0.9% and 0.6% of the total budget) respectively. This consolidated summary position is presented in greater detail within Appendix 2, with the individual Health Care and Social Care reports detailed in Appendix 3. Members should note that of the projected overspend of £1.030m anticipated at this time £0.286m of expenditure in relation to funding living wage payments, increase in staffing costs for childcare operations and costs relating to a one year Criminal Justice project supporting offenders and will be funded from earmarked reserves reducing the overspend to £0.744m.

Table 1 - Summary Financial Information as at 31 August 2019

Summary Financial Information	Annual Budget £000's	Year to Date Budget £000's	Year to Date Actual £000's	Year to Date Variance £000's	Variance %	Forecast Full Year £000's	Forecast Variance £000's	Variance %
Health Care	97,302	39,669	39,669	(0)	0%	97,302	0	0%
Social Care	95,482	35,519	36,083	(565)	-2%	96,572	(1,090)	-1%
Expenditure	192,784	75,188	75,753	(565)	-0.75%	193,874	(1,090)	-0.57%
Health Care	(4,311)	(1,721)	(1,721)	0	0%	(4,311)	0	0%
Social Care	(27,664)	(10,891)	(10,906)	15	0%	(27,724)	60	0%
Income	(31,975)	(12,612)	(12,627)	15	-0.12%	(32,035)	60	-0.19%
Health Care	92,992	37,948	37,949	(0)	0%	92,992	0	0%
Social Care	67,818	24,628	25,177	(550)	-2%	68,848	(1,030)	-2%
Net Expenditure	160,810	62,576	63,126	(550)	-0.88%	161,839	(1,030)	-0.64%

- 4.2 This estimated projection assumes that current demand pressures could continue until the end of the financial year and recognises that once particular types of care packages are in place (e.g. kinship care orders) they will inevitably remain in place for a significant time period. It also estimates the current demand for older people and adult care packages however this will change as it does not follow a distinct pattern of activity (e.g. impact of Winter) that can easily be factored into a year-end projection. Also the financial impacts of the Focussed Intervention Team and additional supports in Primary Care and Mental Health services supporting people in the community are not yet fully known.
- 4.3 Analysis on the projected annual variances in excess of £0.050m are contained within Appendix 4, with additional information on action being taken to minimise or mitigate overspends where possible. Significant variances are further detailed below.

- 4.4** The overall projected Social Care net revenue position has worsened by £0.076m from the £0.954m financial projections reported to the 7 August HSCP Board Meeting. The main changes relate to ongoing demand pressures within children and families and care at home.
- 4.5** As detailed within Appendix 4 Care at Home services are currently reporting an overspend of £0.844m due to increasing demand on the service arising from caring for persons at home rather than hospital or within care facilities. The service continues to review scheduling, monitor absence and minimise premium rate overtime.
- 4.6** Also detailed within Appendix 4 Residential Schools are reporting an overspend of £0.961m of which £0.205m relates to the rising costs related to young persons supported by CATCH Scotland Ltd. The current contract with the provider commenced on 1st December 2018 and was awarded for a 12 month period, with the option to extend for a further year. The contract is based on supporting 4 young persons on a 6 monthly rotating basis at an annual cost of £0.220m; however the service is currently supporting 9 young people who are being supported for longer than 6 months resulting in the projected annual cost of £0.650m being in excess of contract award.
- 4.7** Based on the complex issues faced by these young people it would not be appropriate to cease service provision, however due to the level of anticipated spend being in excess of contract award there is a requirement for the HSCP Board to approve continued spend with this provider up to the extension period ending; pending a new procurement exercise being undertaken.
- 4.8** As highlighted in 4.6 above the current contract incorporates a potential extension period of up to 12 months. Given that activation of extension usually takes place approximately 3 months in advance of initial contract expiry and, to allow sufficient time to contact any required new tender process extension, activation is required as a matter of urgency. Any new procurement timelines should incorporate timescales required for Care Inspectorate to register any potential new provider of this service which currently stands as 6 months.
- 4.9** The overall Health Care net position as detailed within Appendix 3 is anticipated to report a breakeven position, with the caveats:
- 3% turnover target can be met in full;
 - achievement of approved 2019/20 savings; and
 - short supply prescribing volatility and applied discount and tariff rates can be contained within the 3% budget increase and prescribing efficiency programmes.

Monitoring of Efficiencies and Management Adjustments

- 4.10** Agreed savings and management adjustments actioned within 2019/20 are monitored with current indications showing that of the total target being monitored (£2.227m) £0.278m is at risk of not being achieved as detailed in

Appendix 5. The projected outturn contained within the financial reports detailed in Appendices 2 and 3 fully recognise these risks.

Update on Reserves

- 4.11 Appendix 6 provides an update on the overall HSCP reserve position and details anticipated additions and drawdowns based on the projected annual financial position as at 31 August. At this time there are plans around many of the earmarked funds however there is potential that some resource could be released from former Integrated Care or Delayed Discharge Funds as part of the Recovery Plan to support additional expenditure in community based support as set aside arrangements remain outstanding.

Recovery Plan

- 4.12 The Integration Scheme, a key document within the financial governance framework, states that a recovery plan must be put in place (with the agreement of partners) to mitigate any projected overspend. The Chief Officer and Chief Financial Officer have met with Heads of Service and operational managers and a recovery plan has been developed. The summary table below details this recovery plan with further analysis provided in Appendix 7.

Table 2 – Recovery Plan as at 31 August 2019

Reconciliation of Recovery Plan and Application of Reserves	£000's
Projected year end overspend per Table 1	(1,030)
Application of earmarked reserves per 4.1	286
Recovery plan per Appendix 7	451
Application of unearmarked reserves per Appendix 6	293
	0

- 4.13 All efforts will be made to minimise the impact on general reserves given that the available balance brought forward from 2018/19 of £2.457m, is below the ambitious 2% target of net expenditure of £2.600m contained within the Reserves Policy.

Scottish Government Funding 2019/20 and beyond

- 4.14 The Scottish Government has an ambitious programme of reform in both primary care and mental health services. Details of specific funding awarded are detailed in Appendix 8. This funding is awarded with the requirement to provide the Scottish Government with returns on the progress on each funding stream with regard to stated outcomes, expenditure and workforce.

Housing Aids and Adaptations and Care of Gardens

- 4.15 The Housing Aids and Adaptations and Care of Gardens for delivery of social care services is in scope as part of the minimum level of adult services which should be delegated to the IJB and should be considered as an addition to the HSCP's budget allocation of £67.818m for 2019/20.

- 4.16** These budgets are currently held within West Dunbartonshire Council's – Regeneration, Environment and Growth Directorate and are managed on behalf of the HSCP Board.
- 4.17** The summary position for the period to 31 August is included in the table below and is expected to outturn on budget which will be reported as part of WDC's outturn position. .

Table 3 - Financial Performance as at 31 August 2019

Budgets Managed on Behalf of WD HSCP by West Dunbartonshire Council	Annual Budget £000's	Year to Date Actual £000's	Forecast Full Year £000's
Care of Gardens	440	183	440
Aids & Adaptations	250	66	250
Net Expenditure	690	249	690

Capital

- 4.18** The progress to date of the individual capital projects funded by NHSGGC and WDC for the Health Social Care Partnership is detailed below.
- 4.19** The HSCP Clydebank Health Quarter Capital Project Board held on 4 September was updated with the key milestones and project interdependencies of the new Clydebank Health and Care Centre and the Clydebank Care Home; flagship builds integral to the Queen's Quay Masterplan.
- 4.20** The Clydebank variation has now been triggered and Financial Close 2 submission has been received and reviewed by NHS and advisors. Full Business Case Addendum has been completed and is going through NHS governance process and is due to be reviewed by the Scottish Government Capital Investment Group on 12 November 2019. Financial close is anticipated November 2019 with a site start date of December 2019 or January 2020 and completion by April or May 2021. The cost received is within Building Cost Information System indexes.
- 4.21** The previously reported gap of approximately £0.250m on the total £19.0m approved budget is unchanged at this stage of the process. The responsibility of covering any shortfall sits with the HSCP Board, therefore all efforts will be made to negate any additional cost or the shortfall will require being built into the 2021/22 budget pressures.
- 4.22** The summary of the social care capital expenditure position for Care Homes and Aids & Adaptations is detailed in Appendix 9 and any significant variances affecting the overall position reported are monitored routinely as part of the Council's capital planning process.

2020/21 to 2022/23 Budget Setting

- 4.23** The annual budget setting process has commenced and includes an ongoing exercise to identify recurring variances in all service areas, which will be incorporated into future financial projections.
- 4.24** As part of the Council's rolling 3 year budget setting process the HSCP already has an anticipated budget settlement from WDC covering the period 2020/21 and 2021/22 however the Council has reported significant projected budget gaps over the next 3 year period, which will impact on the funding offer to the HSCP Board in the medium term.
- 4.25** High level financial planning assumptions in relation to Health Care were covered at the Glasgow Group Chief Financial Officer meeting on 19 September 2019 and will be used to determine the likely extent of Health financial pressures.
- 4.26** The November financial report to the HSCP Board will provide more detailed analysis on the potential gap and early savings options.

5. People Implications

- 5.1** None.

6. Financial Implications

- 6.1** Other than the financial position noted above, there are no other financial implications known at this time.

7. Professional Implications

- 7.1** The Chief Officer and Chief Financial Officer are required by the Integration Scheme to agree a financial recovery plan (section 4.12 – 4.13 above).

8. Locality Implications

- 8.1** None.

9. Risk Analysis

- 9.1** The main financial risks to the ongoing financial position relate to further increases in demand, failure to deliver the full financial benefit of approved savings programmes, prescribing volatility and the unquantified impact of the United Kingdom's exit from the European Union.

10. Impact Assessments

- 10.1** None.

11. Consultation

- 11.1** This report has been provided to the Health Board Assistant Director of Finance and the Council's Head of Finance and Resources.

12. Strategic Assessment

- 12.1** Proper budgetary control and sound financial practice are cornerstones of good governance and support the Partnership Board and officers to pursue the strategic priorities of the Strategic Plan.

Julie Slavin – Chief Financial Officer

Date: 27 September 2019

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Appendices:

- Appendix 1 – Budget Reconciliation
- Appendix 2 – Revenue Budgetary Control 2019/20
(Overall Summary)
- Appendix 3 – Revenue Budgetary Control 2019/20
(Health Care and Social Care Summary)
- Appendix 4 – Analysis of Revenue Variances over £0.050m
- Appendix 5 – Monitoring of Savings
- Appendix 6 – Reserves Update
- Appendix 7 – Recovery Plan
- Appendix 8 – Scottish Government Funding
(2019/20 and Beyond)
- Appendix 9 – Capital Programme Updates

2019/20 Budget Reconciliation	Health Care £000	Social Care £000	Total £000
Budget Approved at Board Meeting on 28 March 2019	91,133	67,813	158,946
Period 3 Adjustments			
Family Health Services	416		416
Hep C Funding to Addictions	26		26
Additional 2.54% uplift on Continuing Care	14		14
Full Year Impact of Recurring Adjustments	25		25
Period 4 Adjustments			
Allocation of See Hear Budget from Council		5	5
Camchp33 Wd Sg Superan Uplift	1,128		1,128
Camchp35 Mh Strategy Action 15	94		94
Period 5 Adjustments			
Camchp43 St Margaret's Hospice Superan Uplift	32		32
Gvp19057 Tarrif Reduction - FHS Prescribing	(403)		(403)
Camchp50 Adp Funding	21		21
Uplift Ncl To Hscp - Gds - FHS Other	505		505
Revised Budget 2019/20	92,992	67,818	160,810

Consolidated Expenditure	Annual Budget £000's	Year to Date Actual £000's	Forecast Full Year £000's	Forecast Variance £000's	Variance %
Older People Residential, Health and Care at Home	30,316	12,056	29,615	701	0.5%
Physical Disability	11,851	4,621	12,695	(844)	-2.2%
Childrens Residential Care and Strategy, Planning and Health	2,539	729	2,527	12	0.6%
Elderly, Community and Inpatients Addictions	22,016	9,759	23,943	(1,927)	-2.9%
Learning Disabilities - Residential and Family Health Services (FHS)	1,751	694	1,654	97	1.6%
GP Prescribing	8,784	3,267	8,759	25	0.1%
Hosted Services	2,807	1,173	2,752	55	1.5%
Criminal Justice	12,063	2,945	12,189	(125)	-0.4%
Resource Transfer	25,706	10,904	25,706	0	0.0%
HSCP Corporate and Other Services	19,005	7,944	19,005	0	0.0%
	7,292	2,773	7,292	0	0.2%
	0	66	0	0	0.0%
	15,210	6,338	15,210	0	0.0%
	1,471	(144)	493	978	9.0%
Net Expenditure	160,810	63,126	161,839	(1,030)	-0.3%

Health Care Net Expenditure	Annual Budget £000's	Year to Date Budget £000's	Year to Date Actual £000's	Year to Date Variance £000's	Forecast Full Year £000's	Forecast Variance £000's	% Variance
Planning & Health Improvements	706	294	283	11	658	49	6.87%
Childrens Services - Community	2,985	1,157	1,244	(87)	3,086	(101)	-3.38%
Childrens Services - Specialist	1,364	541	544	(4)	1,364	0	0.00%
Adult Community Services	9,938	3,788	3,810	(21)	9,938	0	0.00%
Community Learning Disabilities	595	248	234	14	595	0	0.00%
Addictions	1,816	804	781	23	1,816	0	0.00%
Mental Health - Adult Inpatients	0	0	0	0	0	0	0.00%
Mental Health - Adult Community	3,603	1,457	1,376	80	3,603	0	0.00%
Mental Health - Elderly Inpatients	2,654	1,106	1,178	(72)	2,654	0	0.00%
Family Health Services (FHS)	25,706	10,904	10,904	0	25,706	0	0.00%
GP Prescribing	19,005	7,944	7,944	0	19,005	0	0.00%
Other Services	2,117	581	540	42	2,065	53	2.48%
Resource Transfer	15,210	6,338	6,338	(0)	15,210	0	0.00%
Hosted Services	7,292	2,786	2,773	13	7,292	0	0.00%
Net Expenditure	92,992	37,948	37,949	(0)	92,992	0	0.00%

Social Care Net Expenditure	Annual Budget £000's	Year to Date Budget £000's	Year to Date Actual £000's	Year to Date Variance £000's	Forecast Full Year £000's	Forecast Variance £000's	% Variance
Strategy Planning and Health Improvement	1,044	427	411	16	996	48	1.54%
Residential Accommodation for Young People	3,649	1,613	1,640	(27)	3,744	(95)	-0.73%
Children's Community Placements	4,999	2,221	2,426	(205)	5,674	(675)	-4.10%
Children's Residential Schools	1,493	828	1,114	(285)	2,454	(961)	-19.10%
Childcare Operations	3,971	1,589	1,635	(46)	4,149	(179)	-1.15%
Other Services - Young People	3,555	1,181	1,157	24	3,471	84	0.67%
Residential Accommodation for Older People	6,478	2,457	2,360	96	6,035	443	1.49%
External Residential Accommodation for Elderly	9,036	4,332	4,259	74	8,747	289	0.82%
Sheltered Housing	1,309	687	670	17	1,263	46	1.31%
Day Centres Older People	1,094	390	397	(8)	1,161	(66)	-0.71%
Meals on Wheels	23	(10)	(13)	2	17	6	9.27%
Community Alarms	(87)	(332)	(328)	(4)	(69)	(18)	4.44%
Community Health Operations	2,524	896	900	(4)	2,523	0	-0.17%
Residential - Learning Disability	9,454	1,919	1,980	(62)	9,576	(122)	-0.65%
Physical Disability	2,539	745	729	16	2,527	12	0.62%
Day Centres - Learning Disability	2,014	731	731	0	2,017	(4)	0.00%
Criminal Justice	0	66	66	0	0	0	0.00%
Mental Health	2,527	713	713	0	2,502	25	0.02%
Care at Home	11,851	4,357	4,621	(265)	12,695	(844)	-2.23%
Addictions Services	991	411	392	20	936	55	1.97%
Frailty	750	84	24	60	570	180	8.00%
Carers	677	677	677	0	677	0	0.00%
Integrated Change Fund	20	135	135	0	20	0	0.00%
HSCP - Corporate	(2,093)	(1,488)	(1,518)	30	(2,838)	745	0.00%
Net Expenditure	67,818	24,628	25,177	(550)	68,848	(1,030)	-0.81%

Budget Details	Variance Analysis				
	Annual Budget £000	Forecast Full Year £000	Forecast Variance £000	% Variance	RAG Status

Health Care Variances

Childrens Services - Community	3,231	3,332	(101)	-3%	→
Service Description	This service provides community services for children				
Main Issues / Reason for Variance	Unachievable previous year savings (Historic School Nursing Review not implemented), have now been addressed as part of 19/20 financial planning/recovery plan. Forecast overspend relates mainly to recharge of share of previously centrally funded additional Health Visitors, (re SG HV CWT Model).				
Mitigating Action	Action already taken to reverse/offset prior year unachievable savings. Remaining forecast overspend due to recharge of additional Health Visitors recruited centrally. It is assumed, this will be a non recurring pressure.				
Anticipated Outcome	Forecast underspends within PHI and Admin & Accom will offset this pressure.				

West Dunbartonshire Health & Social Care Partnership
 Financial Year 2019/20 period 5 covering 1 April 2019 to 31 August 2019
 Analysis for Variances Over £0.050m

Appendix 4

Budget Details	Variance Analysis				
	Annual Budget £000	Forecast Full Year £000	Forecast Variance £000	% Variance	RAG Status

Other Services	2,447	2,394	53	2%	↑
Service Description	This service covers administration and management costs in relation to Health Care				
Main Issues / Reason for Variance	The main reason for this variance relates to offsetting the net pressures within children services - community and planning & health improvements to ensure the overall Health variance is reported at a breakeven level.				
Mitigating Action	None required at this time				
Anticipated Outcome	An underspend is anticipated at this time				

Social Care Variances

Residential Accommodation for Young People	3,649	3,744	(95)	-3%	↓
Service Description	This service provides residential care for young persons				
Main Issues / Reason for Variance	The main reason for the projected overspend is due to sessional staff being used to cover sickness				
Mitigating Action	Officers will continue to monitor staff sickness levels with a view to minimising the level spend on sessional staff				
Anticipated Outcome	An overspend is anticipated at this time				

West Dunbartonshire Health & Social Care Partnership
 Financial Year 2019/20 period 5 covering 1 April 2019 to 31 August 2019
 Analysis for Variances Over £0.050m

Appendix 4

Budget Details	Variance Analysis				
	Annual Budget £000	Forecast Full Year £000	Forecast Variance £000	% Variance	RAG Status
Children's Community Placements	4,999	5,674	(675)	-14%	↓
Service Description	This service covers fostering, adoption and kinship placements				
Main Issues / Reason for Variance	This budget is under pressure mainly due the increase in the number of kinship and external foster placements since the start of the financial year with forecast overspend being £0.250m for kinship and £0.490m for external foster placements.				
Mitigating Action	The ability to mitigate is limited due to the statutory nature of this service area				
Anticipated Outcome	An overspend is anticipated at this time				
Children's Residential Schools	1,493	2,454	(961)	-64%	↓
Service Description	This service area provides residential education for children and includes the costs of secure placements				
Main Issues / Reason for Variance	This budget faces pressure due to the high cost packages - since the start of the financial year there has been 8 new placements and 1 secure placement.				
Mitigating Action	The ability to mitigate is limited due to the statutory nature of this service area				
Anticipated Outcome	An overspend is anticipated at this time				

West Dunbartonshire Health & Social Care Partnership
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Appendix 4

Budget Details	Variance Analysis				
	Annual Budget £000	Forecast Full Year £000	Forecast Variance £000	% Variance	RAG Status
Childcare Operations	3,971	4,149	(179)	-4%	↓
Service Description	This service area is mainly comprised of staffing costs and includes the cost of social workers				
Main Issues / Reason for Variance	The projected overspend is mainly due to an increase in agency cover resulting from a delay in recruitment of social worker posts, spend on overtime costs, unachievement of financial turnover targets due to filling of vacant posts and a projected overspend in relation to taxi's for clients and section 12 payments.				
Mitigating Action	It is anticipated at this time that £0.115m relating to the cost of agency cover will be funded from transformation reserves.				
Anticipated Outcome	An overspend is anticipated at this time after taking application of reserves into account.				
Other Services - Young People	3,555	3,471	84	2%	↑
Service Description	This service area is mainly comprised of staffing costs and includes the cost of social workers				
Main Issues / Reason for Variance	This budget is anticipated to underspend due to a delay in recruitment of homemakers.				
Mitigating Action	No mitigating action is required at this time				
Anticipated Outcome	An underspend is anticipated at this time.				

West Dunbartonshire Health & Social Care Partnership
 Financial Year 2019/20 period 5 covering 1 April 2019 to 31 August 2019
 Analysis for Variances Over £0.050m

Appendix 4

Budget Details	Variance Analysis				
	Annual Budget £000	Forecast Full Year £000	Forecast Variance £000	% Variance	RAG Status
Residential Accommodation for Older People	6,478	6,223	255	4%	↑
Service Description	This service provides residential accommodation for older people				
Main Issues / Reason for Variance	The main reason for the projected underspend is the restructure savings £156k in anticipation of the new Clydebank home, combined with the delay in opening 14 additional beds at Crosslet House due to recruitment delays.				
Mitigating Action	No mitigating action is required at this time				
Anticipated Outcome	An underspend is anticipated at this time.				
External Residential Accommodation for Elderly	9,036	8,747	289	3%	↑
Service Description	External residential and nursing beds for over 65s				
Main Issues / Reason for Variance	There are less clients in residential beds than budgeted. This is partly due to less availability particularly of nursing beds and supporting people at home for longer.				
Mitigating Action	No mitigating action is required at this time				
Anticipated Outcome	An underspend is anticipated at this time.				

West Dunbartonshire Health & Social Care Partnership
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Appendix 4

Budget Details	Variance Analysis				
	Annual Budget £000	Forecast Full Year £000	Forecast Variance £000	% Variance	RAG Status
Day Centres Older People	1,094	1,161	(66)	-6%	↓
Service Description	Queen Mary, Frank Downie, Crosslet House Daycare, Lunch clubs and daycare				
Main Issues / Reason for Variance	The overspend is mainly due to £60k unachieved income due to late introduction of £10 charge and rules about maximum weeks to charge.				
Mitigating Action	Savings being made where possible in supplies and staffing eg running Clydebank with a single manager and holding vacancies.				
Anticipated Outcome	Overspend at year end anticipated.				
Residential - Learning Disability	9,454	9,576	(122)	-1%	↓
Service Description	This service provides residential care for persons with learning disabilities				
Main Issues / Reason for Variance	The main reason for the overspend is in relation to a potential higher cost care package for one client and additional Scottish Living Wage costs.				
Mitigating Action	It is anticipated at this time that £0.95m relating to additional SLW costs will be funded from living wage reserves.				
Anticipated Outcome	An overspend is anticipated at this time after taking application of reserves into account.				

West Dunbartonshire Health & Social Care Partnership
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 Analysis for Variances Over £0.050m

Appendix 4

Budget Details	Variance Analysis				
	Annual Budget £000	Forecast Full Year £000	Forecast Variance £000	% Variance	RAG Status
Care at Home	11,851	12,695	(844)	-7%	↓
Service Description	This service provides care at home which includes personal care and minor domestic tasks				
Main Issues / Reason for Variance	The main reason for the projected overspend is due to high levels of projected agency cover of £0.400m and £0.215m in relation to the cost of external care packages. The service is also showing an under recovery of income of is £0.094m due to increases in the number of clients eligible for free personal care and a delay in the completion of financial assessments.				
Mitigating Action	A service review is ongoing with the aim of increasing service efficiencies and compliance of time recording systems. In addition there is continuing care funding within Health Care which could be transferred to Care at Home to part fund the increasing demand on the service arising from caring for persons at home rather than hospital or within care facilities.				
Anticipated Outcome	An overspend is anticipated at this time				

West Dunbartonshire Health & Social Care Partnership
 Financial Year 2019/20 period 5 covering 1 April 2019 to 31 August 2019
 Analysis for Variances Over £0.050m

Appendix 4

Budget Details	Variance Analysis				
	Annual Budget £000	Forecast Full Year £000	Forecast Variance £000	% Variance	RAG Status
Addictions Services	991	936	55	6%	↑
Service Description	Drug/Alcohol addictions, ARBD etc.				
Main Issues / Reason for Variance	Clients have moved to older people, review of client packages etc				
Mitigating Action	None required as underspend. But may spend some on rehabilitation.				
Anticipated Outcome	Underspend at year end that will go towards next years savings targets.				
Frailty	750	570	180	24%	↑
Service Description	This service is the new Focussed Intervention Team				
Main Issues / Reason for Variance	While a number of posts have been filled there has been a delay in recruitment resulting in a projected underspend of £0.180m				
Mitigating Action	No mitigating action is required at this time				
Anticipated Outcome	An underspend is anticipated at this time.				
HSCP - Corporate	(2,093)	(2,681)	588	-28%	↑
Service Description	This budget contains Corporate spend and income pending allocation to services				
Main Issues / Reason for Variance	The main reason for the projected underspend is due to funding streams for carers, free personal care and investment in integration allocated to partially offset various overspends highlighted above.				
Mitigating Action	No mitigating action is required at this time				
Anticipated Outcome	An underspend is anticipated at this time.				

Efficiency Detail	2019/20 Budgeted Amount	Budgeted Amount Achieved to Date	Comment	At Risk	Not At Risk	Additional 2020/21 Budgeted Amount	Additional 2021/22 Budgeted Amount
	£000	£000					
Health Care							
Service Redesign and Realignment	164	113		0	164		
Rationalise Community Childrens Services Support	133	133		0	133		
Rationalise Specialist Childrens Services Staffing Complement	15	15		0	15		
2018/19 Budgetary Control Recovery Plan continuing into 2019/20	275	227		0	275		
Total Health Care	587	488		0	587	0	0
Social Care							
Review of client support packages	280	208		0	280	170	25
Redesign of HSCP Management	50	0	Could be achieved from GIFREC post, however funding Champions Board manager	50	0	0	0
Cease night shift cover in three WDC sheltered housing complexes	65	27		0	65	0	0
Rationalise Social Worker complement within Adult Care Team (Physical Disability)	12	0		0	12	0	0
Rationalise administrative support within Children and Families Team	41	17		0	41	0	0
Reduce provision of external residential beds	250	167		0	250	350	0
Housing Support - Spend to Save Project. Move to Core and Cluster Model of Support. Phase 1 - refurbishment of WDC flats	10	0	Delays with legal over contract - update required	10	0	0	0
Housing Support - Spend to Save Project. Move to Core and Cluster Model of Support. Phase 2 - New Build Bungalow	40	0	Likely delay due to process of new build project	40	0	140	0
Service Redesign and Realignment	213	67	Redesign of evening meal service at risk due to debate over outside contractors and discussion re service being provided internally and this saving will not be achieved in 19/20.	91	122	153	39

Efficiency Detail	2019/20 Budgeted Amount	Budgeted Amount Achieved to Date	Comment	At Risk	Not At Risk	Additional 2020/21 Budgeted Amount	Additional 2021/22 Budgeted Amount
	£000	£000					
2018/19 Budgetary Control Recovery Plan continuing into 2019/20	301	254	Care home mileage and training saving is at risk as while the budget was removed as part of the 2019/20 budget setting process the wizard has not been implemented and there is a resulting overspend in travel costs.	10	291	70	0
Total Social Care	1,262	739		201	1,061	883	64
2019/20 Uplift in income from SFC Agreed by Council on 27 March 2019							
Implement an alarm charge for internal Sheltered Housing based on £5 per week	40	0	Still in negotiation with Housing Services regarding how to implement this charge. Unlikely to be achieved in 19/20.	40	0	23	0
Increase Community Alarm charge to £5 per week	228	228		0	228	0	0
Roll up current individual charges for transport & meals into one £10/day charge for Day Opportunities	54	33	Charge not implement until the second quarter of the financial year	21	33	0	0
Charging £10 for Day opportunity	16	0	External day centres charge not being applied in 19/20	16	0	0	0
Roll up current individual charges for transport & meals into one £10/day charge for Day Opportunities	40	40		0	40	20	20
Total 2019/20 Uplift in Income	378	301		77	301	43	20
Total 2019/20 Efficiencies and Management	2,227	1,528		278	1,949	926	84

Analysis of Reserves	Opening Balance as at 1 April 2019 £000	Forecast Movement £000	Forecast Closing Balance as at 31 March 2020 £000	Notes
Unearmarked Reserves				
Unearmarked Reserves	(2,457)	293	(2,164)	Draw down of reserves as part of recovery plan
Total Unearmarked Reserves	(2,457)	293	(2,164)	
Earmarked Reserves				
GIFREC Council	(6)	6	0	Will be fully spent in 2019/20
Criminal Justice - Transitional Funds	(71)		(71)	Ring fenced Scottish Government grant that will be used for transition officers post funding
Carers Funding	(183)		(183)	Needs to be fully assess as further £0.340m available in 2019/20 budget
Social Care Fund - Living Wage	(773)	95	(678)	£0.450m transferred to general reserve in 2018/19. As procurement exercise continues and some Scottish living wage negotiations remain to be concluded it would be prudent to hold in reserve
Service Redesign and Transformation	(971)	276	(695)	Draw down related to SACRO costs and increase agency cover for social workers within Children & Families. Approved expenditure on fixed term posts supporting HR and Transformation will also be funded from this reserve.
Integrated Care Fund	(420)		(420)	Now mainlined funding and although there are sill reporting requirements around Ministerial Steering Group 6 essential actions we are exploring merging with Delayed Discharge and Social Care Funding to assist with funding frailty framework, home care and care home pressures.
Delayed Discharge	(103)		(103)	Was Scottish Government earmarked recurring funding with conditions of spend - expenditure linked to DD plan and may now also assist with wider review of beds work with WD HSCP (see ICF comment above)
GIFREC NHS	(99)	40	(59)	Scottish Government earmarked non recurring funding with conditions of spend - Information sharing/technology portal development in relation to GIRFEC for HSCP's. Further planned spend via NHSGGC in 19/20 will require drawdown from this reserve.
DWP Conditions Management	(174)	7	(167)	Ring fenced non recurring income from Department of Work and Pensions to cover exit costs of Condition Management Joint Project between DWP and NHS hosted by WD HSCP. Funding from DWP equivalent to redundance payments - however NHS has no redundancy policy, therefore funding aligned to alternative posts and pay protection for affected employees. Drawdown required year on year dependant on placement of displaced staff.
TEC (Technology Enabled Care) Project	(146)	80	(66)	Scottish Government non recurring grant funding for technology enabled care project. Fixed term post and purchase of equipment and text bundles will see reserves fully drawn down by 20/21.
Primary Care Transformation Fund (including Cluster Lead Funding)	(260)		(260)	Scottish Government earmarked funding for primary care implementation plan. Reserve will support implementation and expansion of plans from 19/20 onwards.
Physio Waiting Times Initiative	(125)	60	(65)	Reserve created from in year staff underspends within hosted MSK physiotherapy service to ensure delays/pressures in waiting times can be addressed. Temporary Project Manager, additional hours and use of locum's will be funded from this reserve in 19/20.

Analysis of Reserves	Opening Balance as at 1 April 2019 £000	Forecast Movement £000	Forecast Closing Balance as at 31 March 2020 £000	Notes
Retinal Screening Waiting List Grading Initiative	(60)	30	(30)	Reserve created from in year underspend within hosted retinal screening service to allow for funding of fixed term post and additional hours in 19/20 to address grading backlog.
GP Premises improvement Funding	(68)	68	0	The amounts allocated back to IJB's was estimated based on GP data, so the amount required across NHSGCC is still being considered as allocation will be linked to need. Local funding may be required to enhance this fund.
MSK Ortho Project	0		0	
MSK Govan SHIP Project Funding	0		0	
Prescribing Reserve	(369)		(369)	Newly created in 2018/19 in preparation of the UK's exit from the European Union and anticipated increases in drug costs from short supply.
Mental Health Action 15	(123)	123	0	Required to fund 19/20 Action 15 expenditure, per SG confirmation of use of Reserves Funding before further allocations are released.
Primary Care Improvement Fund	(482)	482	0	Required to fund 19/20 PCIP expenditure, per SG confirmation of use of Reserves Funding before further allocations are released.
Alcohol and Drug Partnership	(290)	290	0	Required to fund 19/20 ADP Local Improvement expenditure, per SG confirmation of use of Reserves Funding before further allocations are released.
Total Earmarked Reserves	(4,723)	1,557	(3,166)	
Total Reserves	(7,180)	1,850	(5,330)	

Ref	Service Area	Recovery Action Proposed	Estimated Benefit £ 000's	Responsible Officer	Further Explanation of Rationale of Proposal
1	Care at Home	Following on from internal audit review of charging all clients to be reviewed for chargeable practical care tasks	25	Lynne McKnight	Focus on ensuring new referrals have financial information to allow application of charge as appropriate, at the earliest opportunity.
2	Care at Home	Early review of provision maximising internal contracted hours.	23	Lynne McKnight	Constant review of external service provision to determine availability within in-house provision within current contracted hours.
3	Care at Home	Maximising efficiency of in-house provision by reviewing shift patterns as vacancies occur reducing the requirement for agency cover	11	Lynne McKnight	Dependent on staff turnover to define appropriate replacement shift pattern
4	Care at Home	Continued scrutiny of implementation of attendance management policy to reduce current absence levels	20	Lynne McKnight	Regular audit of application of attendance management policy
5	Care at Home	Revision of scheduling for client visits based on identified needs	6	Lynne McKnight	Restriction in client choice, meeting needs, but not taking account of preferences
6	Care at Home	Review process for new services to be implemented after 2 weeks	20	Lynne McKnight	Note – dependent on capacity of assessors / reviewers
7	Care at Home	Increase resource transfer allocation in relation unallocated continuing care funding within Health	153	Jo Gibson	As referred to in 28 March budget setting report
8	Children and Families	Media campaign to recruit local foster carers to reduce spend on external placements	30	Jean Cameron, Kathy Currie	External foster care places can cost in excess of 60% more than a local foster carer
9	HSCP Corporate and Other Services	Capitalisation of staff costs in relation to various ICT projects	163	Wendy Jack	Subject to approval capitalisation of staff costs in relation to systems development linked to CareFirst and systems oversight of move to Clinical Portal and the development of dashboards to ensure robust performance information.
TOTAL			451		

Appendix 8

Scottish Government Funding	Included within Earmarked Reserves	2019/20 Allocation	Funding Confirmed
	£000	£000	Yes/No
Primary Care Improvement Fund	482	1,037	Yes
Mental Health Action15	123	311	Yes
Alcohol and Drug Partnership	290	311	Yes
Free Personal and Nursing Care for Under 65's	0	485	Yes
Implementation of the Carer's Act	0	186	Yes
Investment in Integration *	0	1,907	Yes
School Counselling Services	0	226	Yes
Total	895	4,463	

* Including delivery of the Living Wage and uprating Free Personal Care

Month End Date 31 August 2019

Period 5

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%

Special Needs - Aids & Adaptations for HSCP clients						
Project Life Financials	757	336	44%	757	0	0%
Current Year Financials	757	336	44%	757	0	0%
Project Description	Reactive budget to provide adaptations and equipment for HSCP clients.					
Project Lifecycle	Planned End Date	31-Mar-20	Forecast End Date	31-Mar-20		
Main Issues / Reason for Variance						
Reallocation of expenditure currently coded through HSCP Revenue Aids & Adaptations budget.						
Mitigating Action						
None required.						
Anticipated Outcome						
Provision of adaptations and equipment to HSCP clients as anticipated.						

Month End Date 31 August 2019

Period 5

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%

Replace Elderly Care Homes and Day Care Centres						
Project Life Financials	27,463	18,704	68%	27,463	0	0%
Current Year Financials	8,824	2,407	27%	8,824	0	0%
Project Description	Design and construction of replacement elderly care homes and day care centres in					
Project Lifecycle	Planned End Date	27-Mar-20	Forecast End Date	24-Apr-20		

Main Issues / Reason for Variance

Dumbarton Care Home achieved practical completion on 28 April 2017. There is one outstanding recorded defect yet to be rectified relating to the CHP engine and accordingly a small amount of retention has been withheld but forecast to be released this financial year. With regards to Clydebank Care Home, CCG have been in possession of the site since the end of October 2018 and are progressing well against programme generally, however, current contractor's report states an anticipated delay of 4 weeks however all efforts are being made to mitigate this. The contract completion date is 24 April 2020 and the target opening is late summer 2020.

Mitigating Action

Due to the complexity of both the relationships and co-dependencies with other neighbouring projects being developed at the same time the ability to mitigate within the project scope of control is limited – corporately, mitigation rests with delivery of programmes for overall Queens Quay Masterplan and in particular District Heating System. Now that the contract has been awarded there will be greater control over the project and it's spend.

Anticipated Outcome

New Care home provision in Clydebank currently delayed as indicated above