



Item No. 12

Meeting Date Wednesday 18 January 2017

Glasgow City Integration Joint Board

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GLASGOW CITY INTEGRATION JOINT BOARD BUDGET MONITORING FOR MONTH 8 AND PERIOD 9 2016/17
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Purpose of Report:	This report outlines the financial position of the Glasgow City Integration Joint Board as at 30 November 2016 (Health) and 25 November 2016 (Council), and highlights any areas of budget pressure and actions to mitigate these pressures.
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Recommendations:	The Integration Joint Board is asked to: a) note the contents of this report; b) approve the required actions as a consequence of the budget changes noted in paragraph 3. c) note the summary of current Directions (Appendix 2).
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Implications for Integration Joint Board:

Financial:	Actions required to ensure expenditure is contained within budget.
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Personnel:	Not applicable at this time.
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Legal:	Not applicable at this time.
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Economic Impact:	Not applicable at this time.	
Sustainability:	Not applicable at this time.	
Sustainable Procurement and Article 19:	Not applicable at this time.	
Equalities:	Not applicable at this time.	
Risk Implications:	None at this time.	
Implications for Glasgow City Council:	None at this time.	
Implications for NHS Greater Glasgow & Clyde:	None at this time.	
Direction Required to Council, Health Board or Both	Direction to:	
	1. No Direction Required	
	2. Glasgow City Council	
	3. NHS Greater Glasgow & Clyde	
	4. Glasgow City Council and NHS Greater Glasgow & Clyde	✓

1. Introduction

- 1.1 This monitoring statement provides a summary of the financial performance of the Glasgow City Integration Joint Board for the period 1 April 2016 to 30 November 2016 (Health), and to 25 November 2016 (Council).
- 1.2 It is based on information contained in the respective financial systems and includes accruals and adjustments in line with its financial policies.

2. Summary Position

- 2.1 Net expenditure is £1,000 less than budget to date. Gross expenditure is £110,000 (0.01%) underspent, and income is under-recovered by £109,000 (0.12%).
- 2.2 Appendix 1 shows this budget variance by both care group and subjective analysis.

3. Budget Changes

- 3.1 During month 8/period 9 the net expenditure budget has increased by £108,000. The month 8/period 9 changes to the gross expenditure and income budgets are analysed in the table below.

Explanation	Changes to Expenditure Budget	Changes to income Budget	Net Expenditure Budget Change
Cessation of funding for MH Forensic Post	-49,800	-49,800	0
Mental Health deferred income	+545,000	+545,000	0
Other NHS adjustments <£100,000	+108,000	-	+108,000
Totals	+603,200	+495,200	+108,000

- 3.2 In addition there have been a number of budget transfers during the period to reflect service reconfigurations.

4. Reasons for Major Budget Variances

4.1 Children and Families

- 4.1.1 Net expenditure is overspent by £862,000.

- 4.1.2 Residential School placement numbers have increased by 1 since period 8 to 98, with a decrease in full-year commitment of £30,000. The overspend to date is £245,000 and includes 7 placements within secure establishments. The full-year projected overspend is £353,000.

- 4.1.3 Purchased placements have increased by 4 since period 8 to 426, with an decrease in commitment of £73,000. The overspend to date for purchased placements is £168,000. The full-year projected overspend is £242,000.

- 4.1.4 Further pressures include overspends in employee costs (£208,000) as a consequence of turnover being lower than that anticipated within the Transformation Programme, Cordia Transport (£469,000) mainly in respect of young people in care being taken for contact visits with family or to school, Kinship Care (£217,000), and direct assistance payments (£404,000) for care leavers to support independent living. These overspends are partially offset by underspends which include provided foster care (£671,000), adoption allowances (£174,000), Shared Care/Community Respite (£158,000) and the School Nursing service (£246,000).

4.2 Older People

- 4.2.1 There is a net underspend of £2,235,000 in the provision of services to Older People.

- 4.2.2 There is an underspend of approximately £1.73m relating to the phased introduction

of the additional supported living services, and an underspend of £377,000 in respect of employee costs. A programme of work to significantly grow the use of supported living utilising Cordia is currently being developed with a view to remedying the current underspend in the second half of the financial year.

- 4.2.3 Within employee costs there remains a budget pressure in respect of agency and overtime. The planned and imminent opening of the Commonwealth Care Home and Wallacewell Day Care will provide opportunities for LEAN processes and efficiencies to be implemented, which will help mitigate this position.
- 4.2.4 The continence service (specialist nursing and physio staff providing advice, treatment and support, together with the supply of product) is overspent by £93,000. The overspend occurs in the supply of product. In-month, this service was again breakeven.
- 4.2.5 The supply of community equipment to aid hospital discharge or prevent admission ('EquipU') is overspent by £257,000. It is acknowledged that initiatives undertaken through the Change Fund and Integrated Care Fund have resulted in a higher level of spend in this area and so further funding has been allocated here from Delayed Discharge funding. There will remain a pressure which service managers will be expected to manage. In recognition of the considerable pressure in this area, additional funding amounting to £240,000 has been added.
- 4.2.6 These pressures are also offset by an underspend within a number of nursing services (Out of Hours Nursing, Specialist Nursing and Rehabilitation Services) of £204,000, as a result of staff turnover.

4.3 Addictions

- 4.3.1 Addictions are underspent by £234,000. This is within the Community Addiction Teams, which is, itself, £234,000 underspent. Funding has been provided at the top of scale from the NHS Board-wide Resource Allocation Model, resulting in non-recurring savings in-year.

4.4 Elderly Mental Health

4.4.1 Elderly Mental Health services are overspent by £142,000. Medical locums covering maternity leave accounts for the majority of this overspend, with an underspend within other community staffing budgets offsetting on-going nursing pressures within Stobhill inpatient wards as a result of the requirement for special observations and cover for sickness absence. Following the rationalisation of elderly wards from Parkhead, a more expensive shift pattern has been in operation. This is now coming to an end.

4.5 Learning Disability

4.5.1 Learning Disability services are underspent by £282,000. This is the result of an underspend within NHS Community Teams.

4.6 Homelessness

4.6.1 There is a net overspend of £1,001,000 within Homelessness services, which is mainly attributable to an under-recovery in housing benefit subsidy (£962,000).

4.7 Other Services

4.7.1 Other Services are overspent by £604,000. Although there remains a shortfall in the achievement of additional savings in relation to NHS services, as noted at the October IJB meeting, additional funding of £3.5m from the NHS Board to cover the shortfall in achievement of savings in-year, has been secured. Plans to cover this shortfall in 2017/18 have been approved by the IJB.

4.7.2 The overspend in Other Services relates to accommodation costs, including the double running costs of Possilpark Health Centre (Glenfarg) which had been kept operational due to the lack of suitable accommodation for some of the services being provided from there, such as Specialist Children's Services, pending a permanent move to a new Health and Care Centre at Woodside which has been delayed. It is intended that this property be closed and existing staff moved to William Street and the new Possilpark Health Centre. This will reduce annual costs by approximately £300,000. In addition, the ongoing costs of beds in Darnley and Quayside, accommodating adults with incapacity ('AWI') who have been discharged from acute services, remains a pressure which is being held centrally within 'Other Services'.

4.8 Prescribing Costs

- 4.8.1 Prescribing spend is currently managed on a risk-sharing basis between Partnerships and the NHS Board. Accordingly, a break-even position is being reported. The NHS Board's financial plan for 2016/17 noted prescribing costs as a key area of risk and added that Prescribing costs are demand driven and vary throughout the year. Although it is believed that projections of costs and savings are realistic, and monitored closely to ensure that we are aware of any changes in prescribing patterns.
- 4.8.2 The latest budgetary figures currently available are for September 2016. At the end of September, the NHS Board-wide position was an overspend of £355,000 on a budget of £120m. Within this, Glasgow City Partnership was underspent by £598,000 on a budget of £64m.

5. Non-Integrated Budgets – Specialist Children's Services

- 5.1 In accordance with the Integration Joint Board's Integration Scheme, Specialist Children's services are operationally managed by the Integration Joint Board Chief Officer and operationally overseen by the Integration Joint Board but not delegated under the terms of the legislation and so the budgets don't sit within Glasgow City Integration Joint Board.
- 5.2 The most significant cost pressure areas are medical staffing, unachieved savings and the Physiotherapy Home Intensive Treatment Team ('PHITT') - a physio project in partnership with Women & Children's within Acute. The issues have been partially covered by non-recurring funding to provide savings relief of £634,000 (full year) received from the Board during November 2016, resulting in a favourable movement in-month and a reduction in the overall year-to-date overspend.

6. Action

- 6.1 The Chief Officer, along with the Health and Social Care Partnership senior management team, continues to manage and review the budget across all areas of the Partnership. Work continues to achieve the shortfall in savings referred to in paragraph 4.7.1 on a recurrent basis by 31 March 2017 as approved by the Integration Joint Board on 21st September 2016.

7. Conclusion

- 7.1 Net expenditure is £1,000 less than budget to date. The overall position continues to be reviewed and will be updated through the normal monitoring process where any material change is identified over the course of the financial year. It is anticipated at this stage that net expenditure will be in line with budget at the financial year end.
- 7.2 The Integration Joint Board Reserves Policy was approved at the meeting of 9 December 2016. It is proposed that the budgeted contingency, together with any net underspend which may occur within 2016/17, be transferred to reserves at the end of the financial year in order to provide future security against unexpected cost pressures and aid financial stability.

8. Directions

- 8.1 A summary of all current directions is attached to this report.

9. Recommendations

- 9.1 The Integration Joint Board is asked to:
- a) note the contents of this report;
 - b) approve the required actions as a consequence of the budget changes noted in paragraph 3;
 - c) note the summary of current Directions (Appendix 2).

Glasgow City Integration Joint Board

Budget Monitoring Statement to end October/Period 8 2016/17

Budget Variance by Care Group

Annual Gross Expenditure Budget	Annual Income Budget	Annual Net Expenditure Budget		Actual Net Expenditure to Date	Budgeted Net Expenditure to Date	Variance to Date
£000	£000	£000		£000	£000	£000
153,293	1,771	151,522	Children and Families	101,017	100,155	862
24,346	19,420	4,926	Prisons Healthcare and Criminal Justice	1,914	1,940	-26
232,771	21,875	210,896	Older People	123,781	126,016	-2,235
48,272	1,308	46,964	Addictions	31,471	31,705	-234
2,097	316	1,781	Carers	1,223	1,223	0
24,645	989	23,656	Elderly Mental Health	15,876	15,734	142
64,433	12,073	52,360	Learning Disability	31,194	31,476	-282
27,255	279	26,976	Physical Disability	17,731	17,730	1
104,539	13,131	91,408	Mental Health	59,106	58,985	121
76,467	35,838	40,629	Homelessness	17,177	16,176	1,001
129,452	0	129,452	Prescribing	84,785	84,785	0
178,088	8,815	169,273	Family Health Services	113,777	113,777	0
11,394	1,259	10,135	Hosted Services	6,397	6,585	-188
73,882	8,365	65,517	Other Services	38,468	37,631	837
1,150,934	125,439	1,025,495	Totals	643,918	643,919	-1

Non-Integrated Budgets

33,377	9,900	23,477	Specialist Children's Services	16,068	15,713	355
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Budget Variance by Subjective Analysis

Annual Budget		Actual to Date	Budget to Date	Variance to Date
£000	Expenditure	£000	£000	£000
327,198	Employee costs	214,708	216,407	-1,699
23,784	Premises Costs	16,723	15,996	727
4,185	Transport Costs	3,492	2,576	916
78,767	Supplies and Services	42,386	46,066	-3,680
373,659	Third party Costs	237,083	234,216	2,867
27,227	Transfer Payments	10,843	10,090	753
987	Capital Financing Costs	-	0	0
137,180	Prescribing	89,962	89,962	0
177,947	Family Health Services	119,514	119,508	6
1,150,934	Total Expenditure	734,711	734,821	-110
125,439	Income	90,792	90,901	-109
1,025,495	Net Expenditure	643,919	643,920	-1



DIRECTION FROM THE GLASGOW CITY INTEGRATION JOINT BOARD

1	Reference number	180117-12-a
2	Date direction issued by Integration Joint Board	18 th January 2017
3	Date from which direction takes effect	18 th January 2017
4	Direction to:	Glasgow City Council and NHS Greater Glasgow and Clyde jointly
5	Does this direction supersede, amend or cancel a previous direction – if yes, include the reference number(s)	No
6	Functions covered by direction	All functions outlined in section 3.1 of the report.
7	Full text of direction	Glasgow City Council and NHS Greater Glasgow and Clyde jointly are directed to deliver services in line with the Integration Joint Board's Strategic Plan 2016-19, as advised and instructed by the Chief Officer and within the revised budget levels outlined in Appendix 1.
8	Budget allocated by Integration Joint Board to carry out direction	As outlined in section 3.1 of the report.
9	Performance monitoring arrangements	In line with the agreed Performance Management Framework of the Glasgow City Integration Joint Board and the Glasgow City Health and Social Care Partnership
10	Date direction will be reviewed	15 th February 2017

Reference no.	Date Made	Short Description	Direction to	Full Text	Budget	Review Date	Status
210916-8-a	21-Sep-16	Budget	Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to deliver services in line with the Integration Joint Board's Strategic Plan 2016-19, as advised and instructed by the Chief Officer. https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35267&p=0	Budget allocated to Glasgow City Council: Gross £570,740,000 Income £179,058,000 Net £391,682,000 Budget allocated to the Health Board of: Gross £643,378,400 Income £ 27,663,900 Net £615,714,500	Apr-17	Current
100516-10-a	21-Sep-16	Commissioning and Procurement Strategy	Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to: <ul style="list-style-type: none"> Implement the 2016-17 Commissioning and Procurement Strategy for the Glasgow City Health and Social Care Partnership as outlined at https://www.glasgow.gov.uk/CHttpHandler.ashx?id=33437&p=0 Carry out tender activity as noted within the strategy document, and any other tender activity required to support achievement of the Strategic Plan, as advised by the Chief Officer: Strategy, Planning and Commissioning and the Chief Officer: Finance and Resources 	All in-scope budgets as identified by the Chief Officer: Finance and Resources	Apr-17	Current
100516-13-a	21-Sep-16	Free Personal Care etc rates	Council only	Glasgow City Council is directed to implement the increased fee rates for the National Care Home Contract, Free Personal and Nursing Care and Personal Expenses Allowances as outlined at https://www.glasgow.gov.uk/CHttpHandler.ashx?id=33440&p=0	The increase to Social Work Services expenditure of £2,916,870 is funded by the additional monies provided to integration authorities in 2016/17 for social care. The full year effect of £4,418,000 in 2017/18 will be similarly treated.	Apr-17	Current

240616-8-a	21-Sep-16	Transformation Programme	Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to work together with the Chief Officer, the Chief Officer: Finance and Resources, and others as necessary to develop an integrated, partnership approach to development of a transformation programme for health and social care services in Glasgow, and to the budget setting process for the Council and Health Board as it relates to health and social care services, as outlined at https://www.glasgow.gov.uk/CHttpHandler.ashx?id=33909&p=0	The 2017/18 budget, as notified to the Integration Joint Board by the Chief Officer: Finance and Resources	Apr-17	Current
210916-12-a	21-Sep-16	Homelessness	Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to deliver homelessness services in line with the Homelessness Strategy outlined in this report (https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35270&p=0), as advised and instructed by the Chief Officer: Planning, Strategy and Commissioning	As advised by the Chief Officer: Finance and Resources	Apr-17	Current
210916-15-a	21-Sep-16	Unaccompanied Asylum Seeking Children	Council only	Glasgow City Council are directed to continue to support young unaccompanied asylum seeking children who present in the city, and to continue to engage with the Home Office and others with regard to the issues outlined in this report (https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35273&p=0)	As advised by the Chief Officer: Finance and Resources	Apr-17	Current
210916-21-a	21-Sep-16	Occupational Therapy	Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to develop and deliver Occupational Therapy services as outlined in this report (https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35278&p=0)	As advised by the Chief Officer: Finance and Resources	Apr-17	Current
210916-22-a	21-Sep-16	Assistive Technology	Both Council and Health Board	Glasgow City Council are directed to identify the best approach to implementing the recommendations outlined in the PA Consulting report described in this paper (https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35279&p=0), and to subsequently implement those recommendations.	As advised by the Chief Officer: Finance and Resources	Apr-17	Current

311016-5-a	31-Oct-16	Community Justice functions	Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to support the transition of the new Community Justice arrangements as outlined in this paper.	£50,000 expenditure to be funded from the social work, health and Integrated Care Fund budgets as determined by the Chief Officer: Finance and Resources.	Sep-17	Current
311016-6-a	31-Oct-16	Winter Planning	Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to work closely to respond to demand during the winter months and to monitor and report variance from planned activity	As directed by the Chief Officer: Finance and Resources	Mar-17	Current
311016-7-a	31-Oct-16	Homelessness (multi agency out of hours hub)	Council only	Implement the proposed pilot as outlined in this report	As advised by the Chief Officer: Finance and Resources	May-17	Current
311016-8-a	31-Oct-16	Continuing and Complex Care	Health Board only	NHS Greater Glasgow and Clyde are directed to begin work on testing the transitional model for continuing and complex care in North East Glasgow with immediate effect.	Direction to be carried out from within existing resource allocation as directed by the Chief Officer: Finance and Resources. A number of financial risks outlined in this report will be kept under review by the Chief Officer: Finance and Resources, and reported to the Integration Joint Board in due course.	Sep-17	Current
311016-9-a	31-Oct-16	Alcohol and Drugs (safer consumption facility)	Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are jointly directed to begin work on the development and implementation of a co-located safer consumption facility and heroin assisted treatment service pilot in Glasgow city centre.	Direction to be carried out from within existing resource allocation as directed by the Chief Officer: Finance and Resources. A full costing will be provided as part of the pilot development for approval by the Chief Officer: Finance and Resources	Sep-17	Current

311016-10-a	31-Oct-16	Proof of Concept	Council only	Glasgow City Council is directed to continue to develop and test the terms, arrangements and processes for the Proof of Concept with final proposals to be reported to the Integration Joint Board in the future.	Direction to be carried out from within existing resource allocation as directed by the Chief Officer: Finance and Resources	Jun-17	Current
091216-5-a	09-Dec-16	Housing Contribution Statement and Action Plan	Council only	Glasgow City Council is directed to work with Partners in the Housing Sector to deliver on the actions outlined in the Action Plan appended to the report.	As advised by the Chief Officer: Finance and Resources	Dec-17	Current
091216-6-a	09-Dec-16	Reserves Policy	Council only	The Council is directed to transfer to Integration Joint Board reserves any underspend which occurs in 2016/17 relating to the Integration Joint Board, for the purposes of mitigating ongoing and future budget pressures.	As advised by the Chief Officer: Finance and Resources	Nov-17	Current
091216-7-a	09-Dec-16	Audit Scotland Reports: Social Work in Scotland and NHS in Scotland 2016	Both Council and Health Board	The Council and Health Board are directed to respond to the recommendations contained within the Audit Scotland Reports 'Social Work in Scotland' and 'the NHS in Scotland 2016', in line with the action plans produced in response to both reports and approved by the Integration Joint Board.	As advised by the Chief Officer: Finance and Resources	Mar-17	Current
091216-8-a	09-Dec-16	Homelessness Service: Private Rented Sector Tender	Council only	Glasgow City Council is directed to re-tender the private rented sector service at the contact value of £460,000, on a 3+1+1 contract.	£460,000 p.a.	Jun-17	Current
091216-9-a	09-Dec-16	Integrated Health and Social Care Out of Hours Reform Update	Council only	The Council is directed to give notice to 6 partner local authorities/Health and Social Care Partnerships; East Renfrewshire, Renfrewshire, Inverclyde, West Dunbartonshire, East Dunbartonshire, and Dumfries and Galloway that the contract for the Out of Hours Social Work Service will terminate on 31st March 2018.	As advised by the Chief Officer: Finance and Resources	Sep-17	Current
091216-10-a	09-Dec-16	Financial Plan 2017/18	Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde jointly are directed to continue to work as outlined in paragraphs 2.5 and 3.4 to secure efficiency savings as agreed with partner organisations	Yet to be finalised.	Jan-18	Current
091216-11-a	09-Dec-16	Commissioning Intentions for Unscheduled Care	Health Board only	NHS Greater Glasgow and Clyde are directed to work with the Chief Officer and others to develop a Strategic Commissioning Plan for Unscheduled Care for the approval of the Integration Joint Board, as outlined in this report.	As advised by the Chief Officer: Finance and Resources	Mar-17	Current

091216-12-a	09-Dec-16	Families for Unaccompanied Asylum Seeking Young People	Council only	Glasgow City Council is directed to implement the further stages of the USAC work and continue ongoing negotiations with partners as outlined in this report.	To be agreed.	Mar-17	Current
091216-13-a	09-Dec-16	Tradeston / Laurieston - Impact on Clyde Place Assessment	Council only	The Council is directed to secure the provision of site/accomodation to re-provision the services currently provided at Clyde Place, and ensure the new accomodation is available for use prior to the closure of the Clyde Place facility.	As directed by the Chief Officer: Finance and Resources	Mar-17	Current
180117-6-a	18-Jan-17	Advocacy Tender	Health Board only	NHS Greater Glasgow and Clyde are directed to maintain the contract for advocacy services to the value of £744,455 per annum (pro-rata in 2016/17)	£744,455 per annum (pro-rata in 2016/17)	Apr-19	Pending
180117-7-a	18-Jan-17	Joint Strategic Commissioning	Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to implement the joint commissioning approach as outlined within this report.	As directed by the Chief Officer: Finance and Resources	Sep-17	Pending
180117-8-a	18-Jan-17	Residential and Day Care	Council only	Glasgow City Council is directed to deliver the changes to day care provision as outlined in section 4 of this report.	As directed by the Chief Officer: Finance and Resources	Jan-18	Pending
180117-9-a	18-Jan-17	Housing Support	Council only	Glasgow City Council is directed to develop or redesign housing support services as outlined within this report.	As directed by the Chief Officer: Finance and Resources	Jan-18	Pending
180117-10-a	18-Jan-17	Gorbals and Woodside Health Centres	Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to implement the Full Business Cases for Gorbals and Woodside Health and Care Centres as outlined within the Full Business Cases referenced within this report.	As detailed within the two Full Business Cases and as directed by the Chief Officer: Finance and Resources.	Jun-18	Pending
180117-11-a	18-Jan-17	Communications Strategy	Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to provide support from Council and Health staff within the Partnership's Business Development Team in supporting the Communications Strategy and its action plan as outlined in this report.	Direction to be carried out from within existing resource allocation as directed by the Chief Officer, Finance and Resources.	Mar-19	Pending