
Report to Audit & Finance Committee

Date of Meeting: 16 March 2017

Subject: Social Services Finance Report

Report by: Head of Social Services

1.0 Purpose

- 1.1. This paper provides an update on the financial performance of Social Services to date. This report focuses on revenue spend for the current financial year, 2016/17. Projected outturns up to March 2017 are set out in the report.

2.0 Recommendations

- 2.1. The Committee is asked to:
- 2.2. Note the Social Services projected overspend of £1.527m and the key reasons for this position (paragraph 2.6)
- 2.3. Note the Social Services projected overspend is an increase of £0.049m compared to the £1.478m reported to the January Committee.
- 2.4. Note the key pressures in Child and Adult Care services which contribute to the balance of the overspend forecast (sections 4 and 5 respectively).
- 2.5. Note the updated pressures to that reported to the committee in January 2017. Specifically:
- Older Person's Day Service MCB 2&3 savings of £469k not achieved.
 - Projected overspend against care home placements of £368k.
 - Impact of increased demand on In-House Reablement Service of £323k compared to the £195k previously reported.
 - Placement with Lillas Graham Trust supporting two families (10 children) in order to prevent an admission to care. Projected cost for 2016/17 is £70k.
- 2.6. Note the updated recovery plan which aims to minimise the level of forecast overspend in 2016/17 (*Appendix 2*).

- 2.7. Note that the estimated loss of income from the cessation of shared Social Service Management with Stirling Council is £0.358m. This is not included in the current projected out-turn.

3.0 Background

3.1. The Social Services budget continues to be under considerable pressure. This is in line with a widespread trend across Scottish local government and one which has been widely reported. It has been suggested at a national level for some time that these demographic pressures are likely to result in councils' expenditure on providing social services to consume an ever-increasing share of our total expenditure in coming years. On this basis, it is important that councils continue to look for new models of delivering Social Services which continue to meet statutory responsibilities in the most efficient and cost effective manner.

3.2. The service is projecting a Revenue budget overspend of £1.527m (See *Appendix 1* for detailed breakdown). The most significant factors contributing to this position are:

- **Child Care Pressures:** The service has reported widely to Finance and Audit on some of the reasons which are contributing to these difficulties. The service has delivered a reduction in the overspend of external childcare placements from the 2015/16 position (36%) however this continues to be a significant budget pressure. The Head of Service, Assistant Head of Service and Senior Managers are supporting a Children's Services Scrutiny Review.
- **Adult care pressures:** The service is experiencing ongoing demographic pressures that have resulted in a high level of long term placements for older people and in supporting service users with a learning disability in the community.

3.3 Further detail on the issues summarised above is set out in sections 4 and 5.

4.0 Child Care

External Placements Provisions (EPP)

4.1 Child Care External Placements has a projected overspend of £554k, a reduction of £141k on the £695k reported to the January Committee. The combined efficiency from the September to the present committee totals £487k.

4.2 Social Services and Education Managers continue increased scrutiny of External Placements by:

- **Chairing additional reviews.** Service Managers have instructed reviews on all cases associated with the External Provisions budget. In addition, they meet on a fortnightly basis to ensure that financial obligations are closely monitored, whilst ensuring the Council continues to fulfil its statutory obligations to keep the child at the centre of our decisions.

- Ensuring a multi-service approach to financial monitoring continues. Monthly meetings are held with Senior Officers from Education and Social Service where all aspects connected with high cost placements are discussed in detail including considerations of any alternative and less expensive provisions are considered. This ensures that
 - 1) Appropriate governance is in place
 - 2) Decisions are agreed jointly
 - 3) Considerations are made on best value principles
 - 4) The sharing and informing of best practice.
- 4.3 Managers at all levels continue to meet with finance colleagues to maintain rigorous and robust budget management arrangements. The Budget is a set agenda item at all Senior Management Meetings.
- 4.4 Children Services are currently reviewing all their contracts associated with Third Sector providers. This review will ensure that the providers are delivering and achieving contract terms and its outcomes meet, and are in line with best value principles. It also aims to establish:
- 1) The current level of demand following the end of shared services
 - 2) If the current model is still appropriate, is financially viable, and importantly meets quality standards.
 - 3) Decisions on any future arrangements will follow a clear methodology, will be consultative in its nature with providers and will ensure that any risk is evidenced if the service was reduced or withdraw.
- 4.5 The Planning and Commissioning Team have been working with Finance to implement a revised process for ensuring provider uplift requests are part of the normal budget planning process for the future. The new arrangements will require providers to submit their uplift requests at the start of the Council budget setting process.

Looked After Children

- 4.6 Looked After Children has a projected overspend of £31k which an increase of £79k on the underspend of £48k reported to the January committee. The majority of this change relates to funding the Lilius Graham which was supporting 2 families (10 children) and on going outreach support to prevent the children coming into care at a projected cost of £70k for 2016/17.
- 4.7 The external foster placement commitment presently has a projected overspend of £300k. 19 of these placements have permanency orders which will mean that there will be an ongoing pressure on the budget. Internal Foster and Kinship Care are forecasting underspends of £164k and £23k respectively.
- 4.8 Transport costs associated with Looked After Children is currently projecting an overspend of £67K. Predominately this is due to the number of Looked After Children accommodated out with the Local Authority and the subsequent

school and contact arrangements. These costs are presently subject to review by the Service Manager with outcomes from reviews confirmed by the end of January 2017.

- 4.9 The Child Care Service has also experienced a high level of staff turnover and as a result has used agency workers to maintain staffing levels, in particular to meet statutory staffing ratios. Although recruitment is ongoing and the level of agency workers has reduced, their use is still required to support the transition of newly qualified personnel. All agency staff placement will be terminated by the end of June 2017.
- 4.10 The approval of the Business Case to redesign Children's Day Services by transferring service provision from Alloa Family Centre to Education Service has resulted in a part year saving of £90k for Social Services. Vacant posts at the Family Centre have resulted in an overall underspend of £160k.
- 4.11 Throughcare and Aftercare (TCAC) is reporting an underspend of £68k on payments to individuals. This is based on the current level of young adults who are receiving support from the Service. Whilst there are a number of children entitled to the financial (TCAC) benefits, at present these children are remaining in foster care placements exercising their right under current legislation.

5.0 Adult Care Service

- 5.1 The Adult Care Service is projecting an overspend of £1,016k which is an increase of £115k to the £901k reported to the January committee.
- 5.2 The overspend relates to high levels of activity in long term placements for older people as a result of demographic and delayed discharge pressures, unachieved savings, and pressure on the reablement service as a result of a lack of capacity with external homecare provision.
- 5.3 Summary of main budget pressures and review activity:
- Long Term residential placements: The projected overspend is £410k which is a reduction of £25k on the £435k in January. This is an equivalent of purchasing an additional 20 placements above the available budget which can fund 253 placements.
 - Care at home expenditure is projecting an underspend of £171k. This is an increase of £153k on the surplus of £18k reported in January.
 - There is an overspend of £469k against MCB002 – the redesign of day services and MCB003 the redesign of intermediate care provision at Menstrie and Ludgate. This is an increase of £96k on the £373k previously reported. The increase is a result of a change to the financial projection as more accurate information became available and not a change in service activity. The day service review has not been achieved in full due to the lack in uptake in voluntary redundancy while the bed reductions have not been implemented in order to sustain care home capacity for the growing demand of older people.

- The in-house reablement service is forecasting a staffing overspend of £323k, an increase of £128k on the £195k reported in January. This increase is a result of a change to the financial projection as more accurate information became available and does not reflect an increase in activity. The overall overspend is due to extra hours being provided to meet the pressure placed on the home care service due to lack of capacity in external care at home provision and the demands of the delayed discharge agenda that promote the expectation of early discharge. This service is presently subject to review with a view to re-modelling and balancing the budget going into the new financial year 2016/17.
- Review activity for the period 1st August to 19th January has been robust with a clear expectation that it continues as normal practice.
 1. High dependency Learning Disability Cases: 63 cases reviewed with an in-year efficiency of £84k which is equivalent to full year efficiency for 2017/18 of £120k.
 2. Older People/Other Adults: 374 reviews completed. This has assisted with the net reduction in home care spend of £177k. However, additional spend on care home placements for older people of £60k has partially negated the overall impact of the review of home care packages.

6.0 Criminal & Youth Justice Services

- 6.1. The Criminal and Youth Justice Services is projecting an overspend of £49k.
- 6.2. A prior year saving of £25k was made against the Section 27 ring fenced grant which cannot be achieved. A demand pressure has been submitted to Council to rectify this in 2017/18.
- 6.3. Youth Justice is projecting an overspend of £25k. This relates to a vacancy management saving of £13k which will not be achieved and an overspend of £14k against the Sacro contract which is no longer shared with Stirling Council.

7.0 Shared Service Decoupling

- 7.1 The estimated net position in relation to the decoupling of shared services has not been included in the projections. The final position is still to be agreed with Stirling Council. However, the estimated loss of income for 2016/17 is £358k. This relates to 28 members of staff who remain on the Clackmannanshire payroll who were previously shared with Stirling. The 2017/18 full year impact of the loss of income is estimated at £619k.

8.0 Management Action

- 8.1 The committee of 15th September 2016 approved a number of key proposals that included the creation of an earmarked reserve of £2 million for Social Service pressures which is funded from General Fund uncommitted reserves

and the development of a robust recovery plan. (See appendix 2 for updated version).

9.0 Sustainability Implications

9.1 None

10.0 Resource Implications

10.1 Financial Details

10.2 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

10.3 Finance has been consulted and has agreed the financial implications as set out in the report. Yes

10.4 Staffing

None

11.0 Exempt Reports

11.1 Is this report exempt? Yes (please detail the reasons for exemption below) No

12.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

13.0 Our Priorities (Please double click on the check box)

- 13.1 The area has a positive image and attracts people and businesses
Our communities are more cohesive and inclusive
People are better skilled, trained and ready for learning and employment
Our communities are safer
Vulnerable people and families are supported
Substance misuse and its effects are reduced
Health is improving and health inequalities are reducing
The environment is protected and enhanced for all
The Council is effective, efficient and recognised for excellence

14.0 Council Policies (Please detail)

15.0 Equalities Impact

16.0 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? No

17.0 Legality

18.0 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

19.0 Appendices

20.0 Please list any appendices attached to this report. If there are no appendices, please state "none".

20.1 Appendix 1 – Social Services Revenue Budget

20.2 Appendix 2 - Social Services Recovery Plan

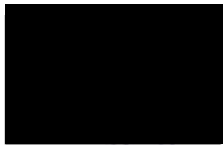
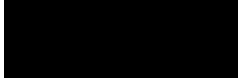
21.0 Background Papers

22.0 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered) No

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Celia Gray	Head of Service, Social Services	
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Appendix one

Table 1 - Revenue Expenditure as at 31 December 2016

Service	Revised Budget 2016/17 £000	Projected Outturn to 31/03/17 £000	Variance as at 31/12/16 £000	Variance as at 31/10/16 £000	Movement in Variance £000
Adult Service					
Mental Health & Learning Disability	8,004	7,874	(130)	(4)	(126)
Elderly & Physical Disability Care (Commissioned Services)	4,673	4,543	(130)	(5)	(125)
Adult Provision(Internal Services)	2,808	3,826	1,018	745	273
Adult Management	(284)	(26)	258	165	93
Adult Service Total	15,201	16,217	1,016	901	115
Child Care Service					
Child Care Resourcing (Provided & Purchased)	4,552	4,748	196	173	23
Child Care Support	2,206	2,324	118	36	82
Early Years & Families	1,620	1,337	(283)	(256)	(27)
Child Care Service Total	8,378	8,409	31	(47)	78
Other					
Residential Schools (Joint Budget with Education)	3,000	3,554	554	695	(141)
Criminal & Youth Justice Services	191	240	49	11	38
Strategy	538	613	75	72	3
Social Services Management Support	435	238	(196)	(152)	(44)
Total Revenue	27,743	29,270	1,527	1,478	49

Social Services Financial Management Recovery Plan Updated: February 2017

Aims

1. To show the specific actions taken by senior managers across Social Services to address specific financial concerns raised by elected members.
2. To promote open, accountable, and effective financial practices.

Financial Pressure	What	Who	When	Met/Not met/ Ongoing	Impact
1. Transitions 16/17	Analysis of costs/effects associated with transitions	Assistant Heads of Service, Service Managers, Business Manager and Finance	February 2017	<p>Transition Projections for 2017/18 to be completed by end of November 2016. Action has been met and projection passed to Corporate Finance as part of the budget preparation for 2017/18.</p> <p>Ongoing Actions:</p> <p>Michaela Porco (Child Care) to meet with Joe Lally (Adult Care) to confirm that initial transition plans are in place to</p>	Full year costs and projections to be managed by Social Services in order that placements are reviewed robustly and accurate projections are presented for budget planning requirements.

Financial Pressure	What	Who	When	Met/Not met/ Ongoing	Impact
			30 th June 2017	<p>transfer the cases from child care to adult for the financial years 2018/19 and 2019/20 and operational procedure to be updated.</p> <p>Education lead to be identified will be taken forward by Michaela Porco.</p> <p>Cases to be identified by end of June 2017.</p> <p>Updated procedure to be drafted for consideration at SMT by the end of June 2017: Action: Michaela Porco (Child Care) & Joe Lally (Adult Care)</p>	
2. Outstanding debts for services received.	Review charging policy, processes, and levels of performance in relation to debt recovery...	Service Managers, Team Leaders, Service Accountants	28 th February 2017	<p>Review of the debt recovery process with the plan to reinvigorate as of 1st April 2017.</p> <p>A joint approach between Social Services Business Manager and Finance, Governance will address the issue of debt recovery.</p> <p>Charging policy to be</p>	Closely manage the implementation of the charging policy and financial income. This will be an audit exercise which will support the service to increase revenues over the rest of 16/17 and into 2017/18.

Financial Pressure	What	Who	When	Met/Not met/ Ongoing	Impact
				<p>updated and presented as part of the budget process with plan to implement as of 1st April 2017. Policy has been reviewed and considered to be fit for purpose.</p> <p>Policy to be reissued with updated charges as agreed at via the budget process all relevant staff in advance of the new financial year: Action: Jim Robb</p>	
3. Review and monitor expected income levels for financial planning from ICF, Discharge funding, Scottish Government	A review and monitoring of expected and received funding across all areas of the business	Assistant Head of Service (Adults) / Corporate Finance	February 2017	<p>Income levels to be reviewed as part of the preparation for budget setting for 2017/18.</p> <p>To be completed by end of November 2016. Shiona Strachan, Chief Officer to IJB, has been meeting with the partnership and reports have been going to the Integrated Joint Board (IJB): <u>Completed</u></p> <p>No new income is expected. All resources managed via the IJB</p>	Closely monitor the implementation of the charging policy and financial income. This will be an audit exercise which will support the service to increase revenues over the remainder of 16/17 and into 2017/18

Financial Pressure	What	Who	When	Met/Not met/ Ongoing	Impact
<p>4. Review of all Care packages and targeting overnight living carers' allowances.</p>	<p>Reviewing officers in post to review high cost care packages.</p> <p>Care Managers to review all allocated cases.</p>	<p>Assistant Head of Service – Adults.</p>	<p>31st December 2016</p>	<p><u>Review Activity: 1st August 2016 to 19th January 2017</u></p> <p><u>High dependency Learning Disability Cases:</u></p> <p>63 cases reviewed with an in-year efficiency of £84k which is equivalent to full year efficiency for 2017/18 of £120k.</p> <p><u>Older People/Other Adults:</u></p> <p>374 reviews completed. This has assisted with the net reduction in home care spend of £177k. However, additional spend on care home placements for older people of £60k has partially negated the overall impact of the review of home care packages.</p> <p><u>Child Care:</u></p> <p>All complex care packages in childcare are currently under review. Plan: The complex care strategic group have agreed to go out to</p>	<p>All cases subject to review in order to reduce service activity while maintaining care packages at safe and financially sustainable levels.</p>

Financial Pressure	What	Who	When	Met/Not met/ Ongoing	Impact
				tender for the 'home care' contract as a Forth Valley initiative to support future planning.	
5. High cost of commissioning external, independent fostering agencies.	Increase recruitment of Foster Carers to offset dependency on external placements.	Assistant Head of Service, Service Manager & Adoption and Fostering Team Leader	February 2017	<p>High cost external placement & 13. Supported carers:</p> <p>The Fostering & Adoption recruitment drive begins March 2017 with leaflet drops and dedicated staff member to promote. The plan is to recruit a variety of carer's short-term, long-term, permanent and supported carers. Communications Team are involved in the advertising processes and we are currently on track to respond to enquiries.</p> <p>Contract negotiations are underway with our external providers in terms of the continuing care agenda. Plan: Continue recruitment process, corporate parenting working group around TCAC involving housing to support</p>	Reduce the high cost of commissioning external, independent fostering agencies.

Financial Pressure	What	Who	When	Met/Not met/Ongoing	Impact
				young people returning form out of area placements.	
6. Financial accounting to Social Services budgets.	Monthly detailed analysis ensuring charges are attributed correctly to Social Services budgets.	Assistant Heads of Service and Finance	End of November 2016 April 2017	Updates monthly to SMT from the last week in November onwards. Revised date: January 2017. Delay due to budget preparatory work for 2017/18 taking priority. Financial management/budget training to be provided for front line managers by service accountant and colleagues in advance of the new financial year.	Increased scrutiny which will result in ensuring budgets are aligned correctly. .
7. Certify financial monitoring by senior managers.	Monthly budgetary meetings by senior mangers and Finance.	Assistant Heads of Service and Finance	End of November 2016	Monthly meetings in place in order to manage budget and to prepare detailed projections for the 2017/18 budget process. <u>Completed</u> . Finance attend SMT.	Senior Managers will ensure financial regulations and governance procedures are in place. .

Financial Pressure	What	Who	When	Met/Not met/Ongoing	Impact
8. Link finance systems to service activities for financial projections	<p>a) Review of current IT systems. Options appraisal to purchase and test new system meets business needs</p> <p>b) Rollout management training for managers and budget holders.</p>	Chief Finance Officer & Head of Social Services	<p>April 17</p> <p>February 2017</p>	<p>Finance and Team Managers working to ensure that they have appropriate knowledge of the new One Council system.</p> <p>Training/Briefings will be provided by Asst Heads of Service and Corporate Finance staff once the budget for 2017/18 has been confirmed and in advance of 1st April 2017.</p>	Link the management of financial and service activity at Team Manager and Service Management level in order to improve the quality of budget management and service planning
9. High cost of residential school placements shared by Social Services and Education	Discussions have taken place between Assistant Heads of each service to review the agreed percentage share of placements in advance of the new financial year 2017/18...	Assistant Head of Service	February 2017	<p>Budget allocation of 50/50 split between Social Services and Education agreed and commitment passed to Corporate Finance as part of the preparation for the 2017/18 budget.</p> <p>Exceptions to this agreement dealt with on a case to case basis.</p>	Future apportions of financial costs correctly aligned between Education and Social Services.

Financial Pressure	What	Who	When	Met/Not met/ Ongoing	Impact
				<p><u>Residential Schools:</u></p> <p>Monthly meetings are taking to review and monitor all external education placements. All are jointly funded 50/50 with education. AGG has now been replaced as a Clackmannanshire only meeting and named External Resource Group (E.R.G). Finance attend this meeting so current cost and projections are known.</p>	
10. Management of spend by operational Team Managers and Service Managers.	Review current controls and authorisations controls for staff and implement reductions.	Assistant Heads of Service & Finance	Mid November 2016	<p>Financial framework for delegated spend with Social Services to be reviewed and ratified by SMT by mid of November 2016.</p> <p>Copies of the Scheme of Delegation have been circulated for all Service Managers.</p> <p>Note: Adult Care has agreed an interim position for the remainder of 2016/17:</p> <p>1. Community packages of £20k per annum to be</p>	Schemes of delegation to be confirmed and robustly managed.

Financial Pressure	What	Who	When	Met/Not met/ Ongoing	Impact
				<p>authorised by Assistant Head of Service.</p> <p>2. Community packages up to £20k per annum to be authorised by Team Managers</p> <p>3. Residential care home placements for adults to be authorised by Assistant Head of Service</p> <p>4. Residential care home placements for older people to be authorised by the Service Manager Operations.</p> <p>This framework will remain in place until the end of June 2017 when the Asst Head of Service, Adult Care post will be terminated.</p> <p>Training provided by the Asst Head of Service and Corporate Finance for Team Managers and Service Managers that will allow for budget authorisation to be delegated to them will progress from March 17 through to June 2017 once</p>	

Financial Pressure	What	Who	When	Met/Not met/ Ongoing	Impact
				the budget for 2017/17 has been finalised. Action: Jim Robb(Adult Care) & Irene Muirhead (Finance)	
11. Renewed focus on budgetary pressures and any changes in demand for service	Complete a detailed review of the needs of the service following the end of shared services first phase in Childcare, then Adult Services. Identifying demands and resource needs	Assistant Heads Children and Adult Services and Business Manager.	April 17	Scrutiny Review Paper which is being led by Corporate Finance is to be presented to the Finance & Audit committee and Service Paper outlining actions will be reported separately to same committee. Adult Care covered by IJB Strategic Plan.	Increased awareness of demographic trends and service demands to inform future financial planning.
12. Review of cross charging arrangements following the end of shared services.	Review of current cross charging arrangements and that appropriate actions are taken to ensure end dates are correctly accounted for.	Assistant Heads of Service	December 2016	Negotiations underway with Stirling Council regarding cross charging for foster placements, staffing & learning and development.	Confirm cost for the remainder of 2016/17 and provide detail for budget process for 2017/18.

Financial Pressure	What	Who	When	Met/Not met/Ongoing	Impact
13. Develop a range of supported carer's services in order to reduce the cost of external placements.	A short life working group will develop new supporting carers' policy and strategy to recruit carers. This will inform business case.	Service Managers & Team Managers	February 2017	<p><u>Cross reference to paper referred to in section 11.</u></p> <p>Discussions ongoing with Housing colleagues regarding support and accommodation needs of young care leavers. Supported carers policy and procedures are currently being worked on. Future briefing paper will be provided.</p>	This work will support the Children (Scotland) Act 2014. Spend to save authorised of 97K.
14. Manage the potential impact of variations in uplifts of existing contracts.	A short life working group established to review and analyse anomalies across contracts	Procurement Manager and Assistant Heads of Service	February 2017	<p>Meetings to be confirmed for the service. Contracts due for review for 17/18 require to be considered by the end of November 2016 in order that the outcome is presented to the council as part of the budget preparation for 2017/18.<u>Action completed.</u></p> <p>Quarterly meetings involving operational and commissioning staff will thereafter progress in order to manage all contracts. Lead Officers: Assistant Heads of Service.</p>	Review of spend for Scotland Excel placements will continue and annual uplift arrangements will fit in with annual budget setting process.

Financial Pressure	What	Who	When	Met/Not met/ Ongoing	Impact
				Uplift for 2017/18: Providers have been asked to confirm any uplift request for 2017/18 by the end of February 2017. This will be progressed subject to the requirements of the Scottish Living Wage and any proposed management uplift being scrutinized and decision being made about each element separately	
15. Update eligibility criteria policy for adult services which meets statutory responsibilities.	A review of current eligibility criteria under SDS legislation will be presented to Committee for implementation.	Assistant Head of Adult Services	October 16	It has been agreed that the Eligibility Criteria is fit for purpose. Briefing paper has been issued to members and staff. Memo plus eligibility criteria issued 13 th October 2016: Action completed. Additional Operational Practice notes for staff relating to, day services, home care, long term care and respite issued by Friday 19 th November. Action Completed.	This will ensure consistency of assessment criteria applied to all service users across Clackmannanshire.

Financial Pressure	What	Who	When	Met/Not met/Ongoing	Impact
16. To identify further management savings and revise financial planning assumptions	Senior Managers across all service areas asked to review projects for further efficiency savings as part of MCB process 16/17.	Assistant Heads of Service	February 2017	To continue to work with corporate services to identify efficiency savings for 2017/18. There has been additional efficiencies met from the service for 2016/17 as there has been a review of the family centre which has allowed for a transfer of staff into vacant posts in education identifying £97k saving	Senior Management Team (Social Services) to oversee governance of projects and business cases agreed by council budget setting.
17. Workforce planning review required in relation to staffing capacity and mix of skills to meet service demands	A robust review of the current trends, demands for Social Services.	Head of Service	February 2017	Report to Scrutiny Committee due December 2016 in relation to child care. Process being duplicated for adult care within the Integration Joint Board framework.	This will ensure that the needs of the service are appropriately designed and resourced.
18. Ensure Assessment and Care Management procedures are	Update assessment & care management procedures to focus on appropriate intervention,	Assistant Head of Services	October 2016	Updated procedures developed for the further development of Self Directed Support (SDS) to be presented to SMT for sign off	Managing risk whilst ensuring legislation responsibilities are met.

Financial Pressure	What	Who	When	Met/Not met/ Ongoing	Impact
robust	managing risk and focussing on managing care packages via reviews.			<p>by the end of November 2016.</p> <p>Revised date of 10th January 2017 for sign off at SMT. SMT considered</p> <p>SMT considered papers however further update required in relation to full Implementation Plan for presentation to SMT by the end of February 2017. Action: Linda Melville.</p>	
19. Ensure the effective management of Social Services resources	Review resource panel as per the committee report with a move to recruiting a temporary manager for the remainder of the financial year.	Assistant Head of Service Adults	October 16	<p>Additional management capacity has been identified via the decoupling from Stirling and new post is no longer required.</p> <p>Phased move away from current resource panel during November/December moving to Team Managers and Service Managers approving home care packages and residential placements for older people on a day to day basis with a weekly meeting to review delayed discharges</p>	Improved budget management at Team Management level with care packages being implemented in line with the principles of reablement and minimum intervention.

Financial Pressure	What	Who	When	Met/Not met/ Ongoing	Impact
				<p>and the provision of financial updates from Corporate Finance.</p> <p>All community packages and adult residential placements of £20k+ per annum to be approved by Assistant Head of Service(cross reference to no.10)</p> <p>Timescale of end of June 2017 as noted for No.10 Action: Jim Robb(Adult Care & Irene Muirhead(Finance)</p>	
20. Budget impact of Absence	<p>Review of Absence Management:</p> <p>Closer management of absences. Review of return to work interviews and long term absences</p>	Assistant Heads of Service	April 17	<p>Robust information is being presented to SMT to assist with the management of absence by Corporate HR.</p> <p>Absence Management briefings with Operational and Resource Managers being led by Corporate HR during February /March 2017.</p> <p>Absence Management briefing for Adult Care Resource Unit Managers by</p>	Meeting are arranged monthly with Irene Muirhead & Louise Beattie to review the financial impact of Absence Management.

Financial Pressure	What	Who	When	Met/Not met/ Ongoing	Impact
				<p>Asst Head of Service Adult care completed 18th January 2017...</p> <p>Absence Management a standard item for all staff meetings across Social Services</p> <p><u>Absence Stats/Social Services:</u></p> <p>20/12/16: 6.77%</p> <p>30/11/16: 9.3%</p> <p><u>Target for 2017/18: 7%</u></p> <p>Within these stats it is notable that Adult Care Resources(Care Home and Day Services & Home Care) are consistently high hence the active targeting of Adult care Resource Managers as noted)</p>	
21. Financial impact of decoupling from Stirling Council	Review staff that become the full responsibility of the service following the decoupling from Stirling Council.	Assistant Heads of Service	Mid November 2016	Decisions relating to the deployment of staff in order to negate the impact of agency staff, acting up arrangements and staff vacancies within the service.	Reduced financial impact of decoupling

Financial Pressure	What	Who	When	Met/Not met/Ongoing	Impact
				<p>Service presently operating within budget subject to further re-design during 2017/18.</p> <p>All agency staff arrangements will be terminated by the end of June 2017 while vacancies filled...</p>	
22. Social Services Financial Budget	The service will participate in a scoping exercise with Vanguard during the week of 7 th November which will inform the efficiency mapping proposal for the service.	Head of Service, Assistant Heads of Service, Service Managers, Corporate Finance & MCB Programme Manager	Week of 7 th November	<p>Meetings took place on 8th, 9th and 11th November.</p> <p>Meetings progressed and costings provided by Vanguard for future work. Further discussions to take place as to whether the service will be commissioned or progress within the service.</p>	To inform the efficiency mapping proposal for the service.
23. Integration Joint Board Budget Recovery Plan	The Chief Officer for the Integration Joint Board(IJB) presently convenes a fortnightly meeting with NHS and Social	Chief Officer, Head of Service & Assistant Heads of Service & Service	Ongoing fortnightly meetings	<p>Monthly meeting have taken place since October 2016. These will continue on an ongoing basis</p> <p>A budget recovery plan for the partnership, consistent</p>	Financial impact equivalent to that reported to Audit & Finance Committee

Financial Pressure	What	Who	When	Met/Not met/ Ongoing	Impact
	Services staff from Clackmannanshire and Stirling Councils which actively manages the process of the Budget Recovery Plan for the IJB which in turns links directly to the Budget Recovery Plan for Social Services in Clackmannanshire	Managers		with the service budget recovery plan, is reported bi-monthly to the Joint Integration Board.	