
Response to OSMC Recommendations on ASC Overspend

Committee considering report: Executive on 13 June 2019

Portfolio Member: Councillor Jeff Cant

Date Portfolio Member agreed report: 30 May 2019

Report Author: Steve Duffin

Forward Plan Ref: EX3708

1. Purpose of the Report

- 1.1 To set out a response to the recommendations from the Overview and Scrutiny Management Commission (OSMC) following their review of the report into the 2018/19 overspend in Adult Social Care (ASC).

2. Recommendation

- 2.1 That the suggested responses to each of the 3 recommendations of the OSMC, as shown at paragraphs 5.2, 5.3 and 5.4, be approved.

3. Implications

- 3.1 **Financial:** The recommendations of the OSMC build on those already contained in the report into the 2018/19 overspend in ASC and will help strengthen the financial management arrangements for this important service area and across the Council.
- 3.2 **Policy:** None
- 3.3 **Personnel:** None
- 3.4 **Legal:** None.
- 3.5 **Risk Management:** None
- 3.6 **Property:** None
- 3.7 **Other:** None

4. Other options considered

- 4.1 None

Executive Summary

5. Introduction / Background

- 5.1 On the 26th February 2019 the OSMC considered the Chief Executive's report into the causes of the in-year overspend in Adult Social Care. OSMC subsequently produced a report on its findings and made 3 recommendations.
- 5.2 Recommendation 1 - That a clear and unambiguous understanding of responsibilities and divisions of labour in the budget build and subsequent budget management process be introduced. This should be on the basis of the service owning the budget and Finance owning the process.

Response – The report produced by the Chief Executive has resulted in the creation of a joint Action Plan agreed between the Head of ASC and the Head of Finance & Property. This plan includes looking at what tasks are being undertaken by each team, exploring opportunities for automating more of them and seeing if they are owned by the correct service. Progress against this Action Plan is monitored monthly at the new Financial Planning Meetings with a report to Corporate Board every 6 months.

- 5.3 Recommendation 2 - That a similar remodelling (or rebasing) be applied to the Short Term Services and all other ASC areas to avoid any further under or over budgeting.

Response – Work is underway on the creation of a model that covers Short Term Services with the aim of having this in place to inform the 2020/21 revenue budget build. Once in place this will mean that around 72% of the ASC Gross Expenditure Budget will be covered by the two models. The salaries budget covers 25% of the remaining gross expenditure and this budget is built each year in accordance with a very detailed corporate process.

- 5.4 Recommendation 3- That the Executive and Portfolio Holder for Finance give priority to re-basing/ remodelling the whole corporate budget build every four years to ensure that a similar in-year situation does not occur again.

Response - The resources required to rebase/ remodel the whole corporate budget every 4 years would be a concern. The priority at the moment is on the demand led services so, as well as refining the ASC LTS model and the creation of an ASC STS model, we will focus on ensuring appropriate budget build models are in place for Children's Services. Consideration will then be given to the benefits of remodelling other areas, possibly on a rolling programme.

6. Conclusion

- 6.1 The review of the report into the ASC overspend undertaken by OSMC on the 26th February 2019 provided a very useful opportunity to further explore a number of issues, some specific to ASC but others that impact across the council.

7. Appendices

Appendix A – Equalities Impact Assessment

Appendix A

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:

- “(1) A public authority must, in the exercise of its functions, have due regard to the need to:***
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;***
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; this includes the need to:***
 - (i) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;***
 - (ii) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;***
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.***
- (2) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.***
- (3) Compliance with the duties in this section may involve treating some persons more favourably than others.”***

The following list of questions may help to establish whether the decision is relevant to equality:

- Does the decision affect service users, employees or the wider community?
- (The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)
- Is it likely to affect people with particular protected characteristics differently?
- Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?
- Will the decision have a significant impact on how other organisations operate in terms of equality?
- Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?
- Does the decision relate to an area with known inequalities?
- Does the decision relate to any equality objectives that have been set by the council?

Please complete the following questions to determine whether a full Stage Two, Equality Impact Assessment is required.

What is the proposed decision that you are asking the Executive to make:	None
Summary of relevant legislation:	Not applicable
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Steve Duffin
Date of assessment:	1 st May 2019

Is this a:		Is this:	
Policy	No	New or proposed	No
Strategy	No	Already exists and is being reviewed	No
Function	No	Is changing	No
Service	No		

1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	Improved internal processes
Objectives:	Improved internal processes
Outcomes:	Improved internal processes
Benefits:	Improved internal processes

2 Note which groups may be affected by the proposed decision. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this. (Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)		
Group Affected	What might be the effect?	Information to support this
Age	None	
Disability	None	
Gender Reassignment	None	
Marriage and Civil	None	

Partnership		
Pregnancy and Maternity	None	
Race	None	
Religion or Belief	None	
Sex	None	
Sexual Orientation	None	
Further Comments relating to the item:		

3 Result	
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	No
Please provide an explanation for your answer:	
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	No
Please provide an explanation for your answer:	

If your answers to question 2 have identified potential adverse impacts and you have answered 'yes' to either of the sections at question 3, or you are unsure about the impact, then you should carry out a Stage Two Equality Impact Assessment.

If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the [Equality Impact Assessment guidance and Stage Two template](#).

4 Identify next steps as appropriate:	
Stage Two required	No
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	

Name:

Date:

Please now forward this completed form to Rachel Craggs, Principal Policy Officer (Equality and Diversity) (rachel.craggs@westberks.gov.uk), for publication on the WBC website.