

Adult Social Care Committee

Item No

Report title:	Adult Social Care Finance Monitoring Report Period 2 (May) 2016-17
Date of meeting:	4 July 2016
Responsible Chief Officer:	Harold Bodmer, Executive Director of Adult Social Services

Strategic impact

This report provides the Committee with financial monitoring information, based on information to the end of May 2016. It provides an analysis of variations from the budget and the actions being taken by the service to reduce the overspend.

Executive summary

As at the end of May 2016 (Period 2), Adult Social Services is forecasting an overspend of £7.763m, with the application of previously identified use of the Corporate Business Risk Reserve. This is following review of risks and recommendations for application of funding, which is set out below. The paper also highlights the financial position following negotiation of the Better Care Fund for 2016/17 and the financial implications for the Council and Adult Social Services.

Expenditure Area	Budget 2016/17 £m	Forecast Outturn £m	Variance £m
Total Net Expenditure	246.850	259.768	12.918
Use of Corporate Business Risk to manage additional budget pressures for cost of care and national living wage	0.000	(5.155)	(5.155)
Revised net expenditure	246.850	254.613	7.763

The headline information and considerations include:

- The outturn position for 2015-16 was £3.168m and this underlying pressure continues into 2016-17
- The Council in setting the budget recognised the additional business risks affecting the service, specifically in relation to the cost of care exercise that concluded in April, the additional cost in 2016-17 for the introduction of the national living wage and the uncertainty of health funding to maintain social care as part of the Better Care Fund. A corporate business risk reserve was set up as part of the 2016-17 budget to help manage this risk. The forecast position recommends the use of £5.155m specifically for cost of care and national living wage pressures, as previously reported to this committee. It is also recommends the use of £5m towards protecting social care following the reduction in health funding towards social care in 2016-17 within the Better Care Fund
- The forecast recognises the increase in commitments between when the budget was set at the end of January 2016 and the actual commitments at April 2016
- The service is continuing to improve its information and accuracy of forecasting. Inclusion of improved information about how our home care and day contracts are being used and

information about waiting lists has improved the accuracy of forecasting, but resulted in the need to recognise a higher budget pressure for the service

- e) Following a detailed assessment of the Integrated Community Equipment Service, there has been a need to re-profile savings over the three years, which has resulted in a £0.268m shortfall in 2016-17. A review of the delivery plans for reducing the cost of packages of care for people with learning and physical disabilities has resulted in an estimated shortfall of £1m in 2016-17. Alternative savings are being explored as part of the action plan.

Adult Social Services reserves at 1 April 2016 stood at £2.848m. The service plans to make a net use of reserves in 2016-17 of £1.198m therefore it is estimated that £1.650m will remain at 31 March 2016. The service has provisions, mainly for doubtful debts, of £3.127m.

Recommendations:

Members are invited to discuss the contents of this report and in particular to note:

- a) **The forecast outturn position at period 2 for the 2016-17 Revenue Budget of an overspend of £7.763m**
- b) **The planned actions being taken by the service to reduce the overspend**
- c) **The planned use of reserves**
- d) **The forecast outturn position at period 2 for the 2016-17 Capital Programme.**

and to recommend

- e) **That P&R agree to use the Corporate Business Risk Reserve in line with previously reported budget risks for the service, specifically to fund:**
 - (i) **£5.155m to manage the identified additional budget pressures from the cost of care review and national living wage; and**
 - (ii) **£5m to protect social care due to a reduction in funding allocated within the Better Care Fund.**

1. Introduction

- 1.1 The Adult Social Care Committee has a key role in overseeing the financial position of the department including reviewing the revenue budget, reserves and capital programme.
- 1.2 This monitoring report is based on the period 2 (May 2016) forecast including assumptions about the implementation and achievement of savings before the end of the financial year.
- 1.3 The County Council in setting the budget for 2016/17, recognised the significant business risks facing the service, including the review of cost of care and the implications of national living wage and the continuation of funding from Clinical Commissioning Groups (CCGs) to maintain social care within the Better Care Fund scheme. As part of the 2016-17 budget setting, the Council put in place a Corporate Business Risk Reserve. The paper sets out the current monitoring position and the financial position following negotiations around the use of the Better Care Fund. The paper proposes that this Committee recommends to Policy and Resources Committee for the use of £10.155m to manage the actual costs that have now arisen for the service.

2. Detailed Information

- 2.1 The table below summarises the forecast outturn position as at the end of May 2016 (Period 2).

Actual 2015/16 £m	Over/ Underspend at Outturn £m	Expenditure Area	Budget 2016/17 £m	Forecast Outturn £m	Variance @ P2 £m
8.325	(0.312)	Business Development	7.611	7.432	(0.179)
70.665	0.804	Commissioned Services	70.367	72.987	2.620
5.442	0.142	Early Help & Prevention	8.336	7.855	(0.481)
164.760	9.653	Services to Users (net)	155.566	170.693	15.127
(6.710)	(7.119)	Management, Finance & HR	4.970	0.801	(4.169)
242.482	3.168	Total Net Expenditure	246.850	259.768	12.918
0.000	0.000	Other Management Actions	0.000	(5.155)	(5.155)
242.482	3.168	Revised Net Expenditure	246.850	254.613	7.763

- 2.2 As at the end of Period 2 (May 2016) the revenue outturn position for 2016-17 is £7.763m, after using (£4m) of previously unallocated Care Act funding and recommending use of £5.155m from the Corporate Business Risk Reserve.
- 2.3 The detailed position for each service area is shown at **Appendix A**, with further explanation of over and underspends at **Appendix B**.
- 2.4 The overspend is primarily due to the net cost of Services to Users (purchase of care and hired transport), and risks associated with the delivery of recurrent savings, resulting in a forecast overspend of £15.127m.
- 2.5 **Additional pressures for 2016/17**
- 2.5.1 The Council, in setting the budget, recognised the additional business risks affecting the service, specifically in relation to the cost of care exercise that concluded in April, the additional cost in 2016-17 for the introduction of the national living wage, and the uncertainty of health funding to maintain social care as part of the Better Care Fund. A corporate business risk reserve was set up as part of the 2016-17 budget to help manage these risks. The position regarding negotiations on the Better Care Fund are detailed at 2.10. The overall pressure and proposed actions has a nil net impact on the monitoring position at Period 2. The actions will be subject to a separate three year Section 75 agreements between the Council and Norfolk's CCGs. The forecast position recommends the use of £5.155m specifically for cost of care and national living wage pressures, as previously reported to this committee. These pressures are set out in more detail below.
- 2.5.2 The Council embarked on a full cost of care review following a judicial review application after the 2015/16 fee uplift was agreed. The review process sought to understand the actual costs of providing residential and nursing care for older people in Norfolk and agreed a phased increase in the usual price paid. The financial impact was reported to Committee together with proposed funding as set out in the table below. The higher usual price for residential and nursing care for older people creates a new pressure of £3.315m for the service in 2016/17.

Recommended funding of additional cost pressures		
Financial Year	Amount £m	Funding Source
2015/16	2.185 (one-off)	Adult Social Care Reserves £1.533m and Purchase of Care budget £0.652m
2016/17	3.315 (one-off)	Corporate Business Risk Reserve
2017/18	4.486 (recurrent)	Additional 2017/18 budget saving proposals
2018/19	1.204 (recurrent)	Additional 2018/19 budget saving proposals

2.5.3 The fee levels for adult social care providers in 2016/17 were reported and agreed by Adult Social Care Committee on 7th March 2016, for services other than residential and nursing care, and a further committee on 29th April 2016 where the proposed fee uplift and approach for agreement was approved for residential and nursing care providers and in line with the cost of care review and consultation. The 2016/17 uplifts took into account contractual arrangements and the impact of inflationary and legislative changes including the introduction of the national living wage. Whilst the budget for 2016/17 included inflation increases, the impact of the national living wage for third parties was not included, but identified as a corporate business risk. The additional cost to the Council in 2016/17 above inflationary uplifts already budgeted for amounted to £1.840m.

2.6 Services to Users

2.6.1 The table below provides more detail on services to users, which is the largest budget within Adult Social Services.

Actual 2015/16 £m	Over/ Underspend at Outturn £m	Expenditure Area	Budget 2016/17 £m	Forecast Outturn £m	Variance £m
111.417	3.579	Older People	103.517	106.383	2.866
24.750	0.412	Physical Disabilities	22.101	23.366	1.265
90.218	9.863	Learning Disabilities	83.387	91.946	8.559
13.519	1.839	Mental Health	12.899	12.945	0.046
6.909	2.328	Hired Transport	3.672	6.109	2.437
14.436	(1.150)	Care & Assessment & Other staff costs	16.483	16.101	(0.382)
261.249	16.871	Total Expenditure	242.059	256.850	14.791
(96.490)	(7.218)	Service User Income	(86.493)	(86.157)	0.336
164.760	9.653	Revised Net Expenditure	155.566	170.693	15.127

2.6.2 Key points:

- a) Permanent admissions to residential care – so those without a planned end date – have been consistently reducing for the last three years in both 18-64 and 65+ age groups, and reductions have accelerated in the last year in response to the provisions put in place in response to Promoting Independence. In the twelve months preceding March 2013 Norfolk permanently admitted 823 people aged 65+ per 100,000 population, whereas in the twelve months before March 2016 it permanently admitted 623 older people. In the 18-64 age group this rate reduced from 53 people permanently admitted per 100,000 population in the twelve months preceding March 2013, to 21.7 at March 2016. In real terms, and looking just at the last year (comparing the totals in March '15 and March '16) this means around 114 fewer permanent admissions of people aged 65+, and around 55 fewer permanent admissions of people aged 18-64.
- b) The total number of permanent residential placements for older people is 2251. This compares to 2292 at April 2015. This is in line with an overall reduction in the number of older people requiring packages of care. However there has been an increase in the number of people receiving learning disability, physical disability and mental health services. Residential placements for working age adults in total has remained stable, but there has been a net increase in placements for people with learning and physical disabilities, offset by a reduction within mental health services. This reduction reflects the work that has taken place within mental health services, with 37 people moved from residential to community settings since September 2015. Services for working age adults have seen an increase in the number of service users, reflected in an increase in the number of home support packages.
- c) The forecast expenditure for purchase of care is (£4.4m) less than the 2015/16 outturn. The 2015/16 expenditure included £1.1m one-off expenditure, which was offset by income.
- d) Reducing the number of working age adults in residential placements is challenging. Transition plans for individuals are continuing to be developed and implemented, but transition for most individuals will take time with increased resources often needed initially to support the transition process into more independent care settings
- e) The Learning Disability and Physical Disability savings for 2016-17 are not expected to be fully delivered. Alternative options are being identified
- f) There is a reduction of £10m in budgeted income in 2016/17 compared to 2015/16 outturn. This primarily relates to one-off income items accounted for against purchase of care income in 2015/16 including £4.6m from reserves for 2015/16 cost of care pressures and approved use of reserves when setting the 2015/16 budget; £0.415m transfer from Public Health; £3.6m to adjust for Continuing Health Care agreements and £1.1m in relation to additional invoices raised, but which were offset by additional costs

2.7 Commissioned Services

2.7.1

Actual 2015/16 £m	Variance at outturn £m	Expenditure Area	Budget 2016/17 £m	Forecast Outturn £m	Variance £m
1.219	(0.182)	Commissioning	1.474	1.261	(0.213)
10.925	(0.219)	Service Level Agreements	11.357	10.957	(0.400)
2.620	0.021	Integrated Community Equipment Service	2.602	2.602	0.000
32.496	1.645	NorseCare	30.776	33.997	3.221
9.141	(0.141)	Supporting People	9.402	9.402	0.000
12.930	(0.265)	Independence Matters	13.345	13.345	0.000
1.334	(0.055)	Other Commissioning	1.411	1.423	0.012
70.665	0.804	Total Expenditure	70.367	72.987	2.620

2.7.2 Key points:

- a) A joint approach is being developed with Norsecare for delivery of planned savings

2.8 Savings Forecast

2.8.1 The department's budget for 2016/17 includes savings of £10.926m. The Period 2 forecast has included a revised forecast for delivery of the savings, reflecting significant risks that have been identified for two projects. Risks totalling £1.268m have been reflected in the forecast position and alternative savings are being identified.

2.8.2 The service is undertaking work to define the target demand model for the Adult Social Services, which will reflect the planned implementation of the Promoting Independence Strategy. The work is due to conclude in July 2016 and will support evaluation and monitoring of the savings programme.

Savings	Saving 2016/17 £m	Forecast £m	Variance £m
Savings off target (explanation below)	1.268		1.268
Savings on target	9.658	9.658	0.000
Total Savings	10.926	9.658	1.268

For those savings that are off target a brief explanation is provided below of the reasons why they are off target and any planned recovery action that is in place.

2.8.3 Integrated Community Equipment Service (target £0.500m, forecast £0.232m, variance £0.268m)

The savings were planned focusing on a mix of preventative and efficiency savings. The service is aiming to increase the access to equipment to reduce or delay the need for formal packages of care and review the way that equipment is recalled. Feasibility plans have identified that these savings will need to be re-profiled due to the time needed to set up new teams and processes. The focus will be on increasing the review and recall of equipment and reviewing where improved access to equipment can reduce the need for some service users to require two care workers (known as double-ups). In order to address the savings gap, a bid has been made for investment from the rural transition money to increase the availability of equipment to more people at a preventative stage, to reduce the requirement for formal packages of care.

2.8.4 Changing how we provide care for people with learning disabilities or physical disabilities (target £1.500m, forecast £0.500m, variance £1.000m)

The saving involves re-assessing the needs of existing service users and where appropriate providing alternative and more cost effective accommodation, or means of supporting them in their current accommodation. As previously reported while it is considered that savings can be achieved over time, the lead in times for the work have been longer than originally planned. In addition actions have been needed to review the implementation of the changes. A full review of the work areas is being completed and alternative options for 2016-17 are being explored.

2.9 Overspend Action Plan

2.9.1 The department is taking recovery action to reduce in year spending as far as possible. There is continued focus on many of the action areas within 2015-16 and inclusion of new actions. The revised areas of focus within the action plan will be embedded into the service's Finance and Performance Board to provide a framework for regular monitoring and assurance. The revised action plan is detailed in **Appendix C**.

2.10 Better Care Fund

2.10.1 The Better Care Fund is a mechanism to support integrated delivery of health and social care schemes and areas of work. It was set up in 2015/16 from the re-allocation of existing health and social care money. Following the transfer of local authority funding to health it is provided via Clinical Commissioning Group (CCG) funding. The scheme requires a mandated minimum level of funding, but all organisations are able to put additional funding into the scheme.

- 2.10.2 The table below shows the total revenue funding for the scheme in 2015/16 and 2016/17 and the distribution across health and social care.

	Mandated minimum Better Care Fund (Revenue)	Allocation to Health via CCGs	Allocation to Social Care via Norfolk County Council
	£m	£m	£m
<i>2015/16</i>	56.4	21.6	34.8*
<i>Allocation for 2016/17</i>	57.2	28.9	28.2
<i>Year on Year change</i>	+1.4%	+34%	-19%

*included £7.1m (plus £0.8m deferred) for the protection of social care.

- 2.10.3 The revised allocation set out by the CCGs results in a decrease in funding for social care compared to budget of £7.9m – the amount agreed in 2015/16 for the protection of social care. This creates an in-year pressure on the Adult Social Services' budget, which has been the subject of negotiations with the five Norfolk CCGs and NHS England.
- 2.10.4 Following these negotiations a three year agreement was reached at the end of June 2016. This requires a mix of savings and use of funding to help maintain funding for social care in Norfolk. The agreement, which will be subject to a formal Section 75 agreement between all parties, will require Adult Social Services to manage an additional £1.53m of savings in this financial year and £3.3m from 2017/18. In addition Norfolk County Council will need to provide £5m of one-off funding in 2016/17, which is proposed is funded from the Corporate Business Risk reserve. Health organisations have committed to find savings of £1.37m in this financial year and recurrent savings totalling £5.1m from 2017/18. A separate paper to Adult Social Care committee, setting out the full Better Care Fund position, is included elsewhere on this agenda.

2.11 Reserves

- 2.11.1 The department's reserves and provisions at 1st April 2016 were £5.975m. Reserves totalled £2.848m. The service is forecasting a net use of reserves in 2016-17 of £1.198m to meet commitments. This does not assume use of reserves to offset general overspend. The 2016-17 forecast outturn position for reserves is therefore £1.650m. Provisions totalled £3.127m at 1 April 2016, mainly for the provision for bad debts. The projected use of reserves and provisions is shown at **Appendix D**.

2.12 Capital Programme

- 2.12.1 The department's three year capital programme is £23.387m. The programme includes £8.368m relating to Department of Health capital grant for Better Care Fund (BCF) Disabled Facilities Grant (DFG) and Social Care Capital Grant, which is passported to District Councils within the BCF. Agreements are being put in place with district councils as part of the BCF programme of work, to monitor progress, use and benefits from this funding. The capital programme also includes £6.931m for the social care and finance replacement system. The priority for use of capital is Housing with Care and the development of alternative housing models for young adults. There are no adverse variances to be reported at this stage. Details of the current capital programme are shown in **Appendix E**.

3. Financial Implications

- 3.1 There are no decisions arising from this report. The forecast outturn for Adult Social Services is set out within the paper and appendices. The actions at Appendix C set out plans that aim to mitigate and address the overspend. Members are however asked to recommend to Policy and Resources committee for the utilisation of the Corporate Business Risk Reserve totalling £10.155m.

4. Issues, risks and innovation

- 4.1 This report provides financial performance information on a wide range of services monitored by the Adult Social Care Committee. Many of these services have a potential impact on residents or staff from one or more protected groups. The Council pays due regard to the need to eliminate unlawful discrimination, promote equality of opportunity and foster good relations.
- 4.2 This report outlines a number of risks that impact on the ability of Adult Social Services to deliver services within the budget available. These risks include the following:
- a) pressure on services from a demand led service where number of service users continues to increase, and in particular the number of older people age 85+ is increasing at a greater rate compared to other age bands, with the same group becoming increasingly frail and suffering from multiple health conditions
 - b) The ability to deliver a savings target of £10.926m, in addition to continuing to need to implement some recurrent savings from previous years
 - c) The cost of transition cases, those service users moving into adulthood, have not been fully identified
 - d) The forecast may not fully reflect the impact of winter pressures and increased levels of demand from acute hospitals
 - e) In any forecast there are assumptions made about the risk and future patterns of expenditure. These risks reduce and the patterns of expenditure become more defined as the financial year progresses and as a result of the reduced risk the forecast becomes more accurate
 - f) The continuing pressure from the provider market to review prices
 - g) The impact of health and social care integration including Transforming Care Plans, which aims to move people with learning disabilities who are currently inpatients within the health service to community settings.

5. Background

- 5.1 The following background papers are relevant to the preparation of this report.

Fee levels for adult social care providers 2016/17 – 7th March 2016

Usual price of residential and nursing care in Norfolk – 29th April 2016

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Adult Social Care 2016-17: Budget Monitoring Period 2 (May 2016)

Please see table 2.1 in the main report for the departmental summary.

Summary	Budget	Forecast Outturn	Variance to Budget		2015/16 Outturn
	£m	£m	£m	%	£m
Services to users					
Purchase of Care					
Older People	103.517	106.383	2.866	2.8%	111.417
People with Physical Disabilities	22.101	23.366	1.265	5.7%	24.750
People with Learning Disabilities	83.387	91.946	8.559	10.3%	90.218
Mental Health, Drugs & Alcohol	12.899	12.945	0.046	0.4%	13.519
Total Purchase of Care	221.904	234.640	12.736	5.7%	239.904
Hired Transport	3.672	6.109	2.437	66.4%	6.909
Staffing and support costs	16.483	16.101	(0.382)	-2.3%	14.436
Total Cost of Services to Users	242.059	256.850	14.791	6.1%	261.249
Service User Income	(86.493)	(86.157)	0.336	0.4%	(96.490)
Net Expenditure	155.566	170.693	15.127	9.7%	164.760
Commissioned Services					
Commissioning	1.474	1.261	(0.213)	-14.4%	1.219
Service Level Agreements	11.357	10.957	(0.400)	-3.5%	10.925
ICES	2.602	2.602	0.000	0.0%	2.620
NorseCare	30.776	33.997	3.221	10.5%	32.496
Supporting People	9.402	9.402	0.000	0.0%	9.141
Independence Matters	13.345	13.345	0.000	0.0%	12.930
Other	1.411	1.423	0.012	0.8%	1.334
Commissioning Total	70.367	72.987	2.620	3.7%	70.665
Early Help & Prevention					
Housing With Care Tenant Meals	0.716	0.358	(0.358)	-50.0%	0.815
Norfolk Reablement First Support	4.117	3.948	(0.169)	-4.1%	2.558
Service Development	1.176	1.240	0.064	5.5%	1.213
Other	2.326	2.308	(0.018)	-0.8%	0.856
Prevention Total	8.335	7.854	(0.481)	-5.8%	5.442

Adult Social Care

2016-17 Budget Monitoring Forecast Outturn Period 2

Explanation of variances

1. Business Development, forecast underspend (£0.179m)

Business Support vacancies, especially in the East and West teams.

2. Commissioned Services forecast overspend £2.620m

The main variances are:

NorseCare, forecast overspend of £3.2m. This relate to the previous year shortfall on the budgeted reduction in contract value and previously reported contractual requirements that meant that 2015-16 savings could not be achieved. Norsecare and NCC are developing a joint savings plan that will enable a medium term plan for delivering opportunities for further savings.

Service Level Agreements, forecast underspend of £0.400m. Further review of budgets has identified reductions in planned costs and additional income.

3. Services to Users, forecast overspend £15.127m

The main variances are:

Purchase of Care (PoC), forecast overspend £12.736m.

The key reasons for the differences between the forecast and the 2016-17 budget are:

- The impact of the budget gap – the service is managing underlying unfunded pressures (reflected in the overspend at the end of 2015/16). The budget was set reflecting commitments (cost of placements) at January 2016, but the pressures from commitments at April compared to actual budget shows a £3.5m underlying pressure
- Since setting the budget, improved information gained at year-end on the use of home care packages and waiting lists, has enabled estimates to be improved. However, this has meant that forecast expenditure should be increased by £2.9m to reflect that home care commitments are being used more fully than previously and inclusion of expected commitments arising from people that are on waiting lists
- The 2016/17 financial cost of both the cost of care exercise and the impact to care providers from the national living wage was not included in the adult social care budget when it was set in February. Costs totalling £5.155m are included in the 2016/17 forecast

Hired Transport, forecast overspend £2.437m. The savings from transport are taking longer to deliver than originally anticipated. A full report providing an update on the Transport savings and project is included elsewhere on this agenda.

4. Early Help and Prevention, forecast underspend (£0.481m)

The main variances are:

Housing with Care tenant meals, forecast underspend (£0.358m). This reflects a planned change in contract where service users will pay the provider directly for meals. Therefore the forecast also reflects the same reduction in income and has a nil net impact on the service's budget.

2016/17 Action Plan

	Action	Progress	Update	Timescale
1	No new under 65 placements in residential care, as default position.	Progress is monitored on a weekly basis	Very few new placements have been made for working age adults and there has been a year on year decrease in permanent residential care placements for people with mental health problems. However there is a net increase in numbers for people with learning and physical disabilities.	On-going
2	Targets for locality teams to reduce the numbers of older people in residential care by 25%	Targets have been identified but are being reviewed as part of the target demand model work	In real terms, and comparing the totals in March '15 and March '16 there are 114 fewer permanent admissions of people aged 65+.	On-going as part of Promoting Independence Strategy
3	Optimise the use of the NorseCare block contract	Target to remain above 94% occupancy each month and improve to above 95% by the end of 2016/17	Average occupancy is remaining between 94 and 95.4%, however there are variances in some localities.	On-going
4	Develop joint plan to deliver savings with Norsecare		Workshop for early July 2016	As per project plan
5	Temporary residential placements should only be used where a clear plan exists for the	Will contribute to overall reduction in cost of older people placements	Improvement in the recording of temporary and permanent	On-going

	Action	Progress	Update	Timescale
	service user to return home and the placement only authorised for the period in the plan.		placements with weekly reporting in place	
6	Reinforce our practice on Personal Budgets	Reinforce strengths-based practice to ensure that practitioners promote the use of informal sources of support, considering the person's own support network and community resources to help people achieve required outcomes. Personal budgets should only be used to meet eligible social care needs that cannot be met in these ways; that is, on the basis of least spend to deliver the best outcomes	All assessors have received full training on asset-based approaches, including Signs of Wellbeing. On ongoing programme to embed this approach is in place.	Ongoing
7	Reviewing all care packages which involve two carers, to ensure that use of additional equipment or assistive technology has been considered.	Business case developed and performance metrics for monitoring being identified.		On-going

	Action	Progress	Update	Timescale
8	Weekly Panels to scrutinise proposed overrides of the RAS (Resource Allocation System) funding for indicative Personal Budgets for younger adults	Weekly Panels are continuing which is support increased scrutiny and challenge.	In October the structure of panel meetings was changed with the introduction of fortnightly locality based LD panels in addition to an overarching County Panel. Criteria for the allocation of cases was established and guidance issued to staff. County Panel continues to run on a weekly basis with six cases reviewed at each panel.	On-going
9	Review of the Resource Allocation System (RAS), which sets the size of personal care budgets.	Part of an ongoing review to reconsider the Personal Budget process and the RAS, particularly in light of Promoting Independence. No saving has been quantified at this stage. All other local authorities in England have been asked to share their Resource Allocation System	Project underway	Autumn 2016

	Action	Progress	Update	Timescale
10	Locality based target demand model	Baseline completed and metrics being developed for all stages of the customer pathway.	Work by internal teams and empower consultants has developed a pathway model to test and agree the changes in activity that the strategy requires at all stages from front door, referrals, assessment through to package of formal care.	July 2016
11	Detailed plans for transition of people with learning disabilities and mental health from residential care settings	Transition workers, collocated with children's services teams are well-established.	A full review of transition processes is underway to ensure watertight tracking and planning takes place in partnership with Children's Services colleagues.	Ongoing
13	Following the cost of care exercise, ensuring that new packages of care are commissioned at the new usual price – reducing the need for NCC top-ups to fund agreements with providers.	Links to Weekly panels and need to escalate packages of care that override the RAS for approval. Reinforcement of correct channels for agreement of new packages of care. Planned review of process for approval of third party top-ups.	Internal communication and inclusion within monthly monitoring.	Ongoing

	Action	Progress	Update	Timescale
14	Focus on Continuing Health Care practices	Newly appointed manager for continuing care across the county for social care. Action plan being developed in relation to funding and continuing care.	Managers and practices are being robust in localities and hospital teams regarding CHC. They are ensuring that wherever possible, we prioritise assessment and ensure we are robust both in application of the criteria and in claiming back monies owed to us by the CCGs.	Ongoing

Adult Social Services Reserves and Provisions 2016/17

	Balance	Planned Usage	Balance
	1 April 2016	2016/17	31 March 2017
	£m	£m	£m
Doubtful Debts provision	3.121	0.000	3.121
Redundancy provision	0.006	(0.006)	0.000
Total Provisions	3.127	(0.006)	3.121
Prevention Fund – General - As part of the 2012-13 budget planning Members set up a Prevention Fund of £2.5m to mitigate the risks in delivering the prevention savings in 2012-13 and 2013-14, particularly around Reablement, Service Level Agreements, and the need to build capacity in the independent sector. 2013-14 funding for Strong and Well was carried forward within this reserve as agreed by Members £0.253m remains of the Strong and Well funding, all of which has been allocated to external projects and will be paid upon achievement of milestones.	0.253	(0.146)	0.107
Repairs and renewals	0.043	0.000	0.043
Adult Social Care Workforce Grant	0.070	(0.070)	0.000
Unspent Grants and Contributions - Mainly the Social Care Reform Grant which is being used to fund Transformation in Adult Social Care	2.482	(0.982)	1.500
Total Reserves	2.848	(1.198)	1.650

Adult Social Care Capital Programme 2016-17

Summary	2016/17		2017/18	2018/19
	Current Capital Budget	Forecast outturn at Year end	Draft Capital Budget	Draft Capital Budget
Scheme Name				
	£m	£m	£m	£m
Failure of kitchen appliances	0.031	0.031	0.000	0.000
Supported Living for people with Learning Difficulties	0.017	0.017	0.000	0.000
Adult Social Care IT Infrastructure	0.141	0.141	0.000	0.000
Progress Housing - formerly Honey Pot Farm	0.318	0.318	0.000	0.000
Adult Care - Unallocated Capital Grant	5.404	5.404	0.000	0.000
Strong and Well Partnership - Contribution to Capital Programme	0.161	0.161	0.000	0.000
Bishops Court - King's Lynn	0.085	0.085	0.000	0.000
Cromer Road Sheringham (Independence Matters	0.181	0.181	0.000	0.000
Winterbourne Project	0.050	0.050	0.000	0.000
Great Yarmouth Dementia Day Care	0.030	0.030	0.000	0.000
Care Act Implementation	0.871	0.871	0.000	0.000
Social Care and Finance Information System	1.897	1.897	5.034	0.000
Elm Road Community Hub	0.800	0.800	0.000	0.000
Better Care Fund Disabled Facilities Grant and Social Care Capital Grant – passported to District Councils	6.368	6.368	2.000	0.000
TOTAL	16.354	16.354	7.034	0.000