

# Adult Social Care Committee

Item No .....

<b>Report title:</b>	<b>Adult Social Care Finance Monitoring Report Period 8 (November) 2015-16</b>
<b>Date of meeting:</b>	<b>25 January 2016</b>
<b>Responsible Chief Officer:</b>	<b>Harold Bodmer, Executive Director of Adult Social Services</b>

## Strategic impact

This report provides the Committee with financial monitoring information, based on information to the end of November 2015. It provides an analysis of variations from the revised budget and recovery actions taken in year to reduce the overspend.

## Executive summary

As at the end of November 2015 (Period 8), Adult Social Service's financial position showed an improvement of £1.875m from the reported position at the end of September 2015 (Period 6). Further review of risks and an improved position against key budgets has enabled a forecast position of an overspend of £3.737m.

<b>Expenditure Area</b>	<b>Budget 2015/16 £m</b>	<b>Forecast Outturn £m</b>	<b>Variance £m</b>
<b>Total Net Expenditure</b>	<b>241.676</b>	<b>250.613</b>	<b>8.937</b>
Application of Care Act Funding (included in budget)	0.000	(5.200)	(5.200)
<b>Revised Net Expenditure</b>	<b>241.676</b>	<b>245.413</b>	<b>3.737</b>

- Adult Social Services has a net revenue budget for 2015/16 which is £6.3m less than for 2014/15
- Forecast expenditure for 2015/16 is £8.937m over budget at Period 8, but some £10m less compared to the actual outturn for last year. The forecast for period 8 includes mitigation of £1.2m for reduced savings forecast for purchase of care, including wellbeing savings and to offset risks
- Significant pressures remain as a consequence of the number of people receiving social care services, particularly the numbers of people aged 18-64
- There is a projected reduction of £7.142m on the department's saving target for 2015/16 of £16.296m this includes an additional use of £1.2m to reduce the risk of delayed savings. Further achievement of savings above this level will help reduce the overspend or help support in-year risks that remain for the service, including from the current Cost of Care exercise
- The additional funding for the implementation of the Care Act of £8.2m for 2015/16 is included in the budget and fully committed
- The revenue budget does not take account of spending the £1.753m allocated to the department from the 2014/15 Council underspend

Adult Social Services reserves at 1 April 2015 stood at £10.336m. The service plans to make a net use of reserves in 2015-16 of £6.545m therefore it is estimated that £3.791m will remain at 31 March 2016. Included in the planned use of reserves is £3.156m approved by Full Council in setting the

revenue budget for 2015/16 and estimated use of £0.520m of the £1.753m agreed by the Policy & Resources Committee in June to support transformation of Adult Social Services and policy decision regarding War Veterans.

## Recommendations:

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

- a) The forecast outturn position at period 8 for 2015-16 Revenue Budget of an overspend of £3.737m
- b) The planned recovery actions being taken in year to reduce the overspend
- c) The planned use of reserves
- d) The forecast outturn position at period 8 for the 2015-16 Capital Programme
- e) The overspend action plan at 2.8

## 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 8 forecast including assumptions about the implementation and achievement of savings before the end of the financial year. It also includes the commitment of the full £8.2m of the funding provided for the implementation of the Care Act.
- 1.3 Since the period 6 monitoring report, further work has been undertaken to improve the robustness and understanding of the forecast, particularly in relation to the purchase of care packages to meet the individual needs of service users.

## 2. Detailed Information

- 2.1 The table below summarises the forecast outturn position as at the end of November 2015 (Period 8).

Actual 2014/15 £m	Expenditure Area	Budget 2015/16 £m	Forecast Outturn £m	Variance @ P8 £m	Previously Reported £m
8.125	Business Development	10.164	9.816	( 0.348)	(0.354)
71.428	Commissioned Services	70.072	70.690	0.618	0.997
9.522	Early Help & Prevention	6.474	6.654	0.180	0.333
174.780	Services to Users (net)	155.358	163.687	8.329	9.981
(1.605)	Management, Finance & HR	(0.392)	(0.234)	0.158	(0.145)
<b>262.250</b>	<b>Total Net Expenditure</b>	<b>241.676</b>	<b>250.613</b>	<b>8.937</b>	<b>10.812</b>
(5.572)	Use of reserves & one-off funding to support revenue spend	0.000	0.000	0.000	0.000
0	Application of Care Act Funding (included in budget)	0.000	(5.200)	(5.200)	(5.200)
(1.000)	Other Management Actions	0.000	0.000	0.000	0.000
<b>255.678</b>	<b>Revised Net Expenditure</b>	<b>241.676</b>	<b>245.413</b>	<b>3.737</b>	<b>5.612</b>

- 2.2 As at the end of Period 8 (November 2015) the revenue outturn position for 2015-16, after allocation of £5.200m from funding for implementing the Care Act, is a £3.737m overspend.
- 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 savings, resulting in a forecast overspend of £8.329m.

## 2.5 Services to Users

### 2.5.1

<b>Actual 2014/15 £m</b>	<b>Expenditure Area</b>	<b>Budget 2015/16 £m</b>	<b>Forecast Outturn £m</b>	<b>Variance £m</b>	<b>Previously Reported £m</b>
107.803	Older People	107.293	108.058	0.765	0.402
23.325	Physical Disabilities	24.053	24.408	0.355	(0.220)
87.350	Learning Disabilities	79.450	86.684	7.234	7.465
12.814	Mental Health	11.834	13.641	1.807	1.428
7.196	Hired Transport	4.581	7.131	2.550	2.550
14.948	Care & Assessment & Other staff costs	15.806	14.932	(0.874)	(0.600)
<b>253.436</b>	<b>Total Expenditure</b>	<b>243.017</b>	<b>254.854</b>	<b>11.837</b>	<b>11.025</b>
(78.656)	Service User Income	(87.659)	(91.167)	(3.508)	(1.044)
<b>174.780</b>	<b>Revised Net Expenditure</b>	<b>155.358</b>	<b>163.687</b>	<b>8.329</b>	<b>9.981</b>

### 2.5.2 Key points:

- The number of permanent residential placements of older people has been successfully reduced to bring the forecast residential spend in line with the budget
- Reducing the number of working age adults in residential placements is challenging but progress has been made this year and longer terms plans to achieve this are in place
- The review and refocus of transport savings is underway to achieve reduction
- The personal budget savings target is proving extremely challenging and a further £0.500m has been used to mitigate this risk
- The Learning Disability and Physical Disability savings are off target as it is taking longer than anticipated to deliver the changes required. It is anticipated that £0.300m will be delivered of the £2m target in the financial year

- f) The risk in relation to income from charges to service users has been further quantified and the revised forecast is (£3.508m) now more than budget and an increase in forecast income achieved of (£2.464m) over last month
- g) In 2015/16 the Independent Living Fund ended (previously administered by the Department for Work and Pensions) and full responsibility for assessment and, where necessary, support to these service users passed to NCC. NCC received (£1.199m) funding for the part-year costs of this care (included in the forecast over-recovery of income), and the additional responsibilities have at least been equivalent to this funding (included in the forecast expenditure over-spend)

## 2.6 Commissioned Services

### 2.6.1

<b>Actual 2014/15 £m</b>	<b>Expenditure Area</b>	<b>Budget 2015/16 £m</b>	<b>Forecast Outturn £m</b>	<b>Variance £m</b>	<b>Previously Reported £m</b>
1.224	Commissioning	1.401	1.261	(0.139)	(0.116)
10.337	Service Level Agreements	11.038	10.818	(0.220)	(0.187)
1.836	Integrated Community Equipment Service	2.599	2.619	0.020	0.109
32.922	NorseCare	31.212	32.477	1.264	1.436
10.092	Supporting People	9.282	9.214	(0.069)	(0.017)
13.292	Independence Matters	13.151	13.152	0.001	0.000
1.896	Other Commissioning	1.389	1.149	(0.239)	(0.228)
<b>71.428</b>	<b>Total Expenditure</b>	<b>70.072</b>	<b>70.690</b>	<b>0.618</b>	<b>0.997</b>

### 2.6.2 Key points:

- a) The Integrated Community Equipment Service budget has been pooled alongside funding from four of the five CCGs in Norfolk. The net cost of the service is currently forecast to be over budget in 2 of the 5 localities. Whilst the cost of the equipment issued has remained largely consistent with last financial year the credits received from recycled equipment has reduced. A recovery plan is in place, which is helping to reduce the overspend and bring the forecast back in line with the budget
- b) Whilst there is a risk in delivering the savings against the NorseCare contract, work is in hand with the company to minimise the shortfall

## 2.7 Savings Forecast

### 2.7.1

The department's budget for 2015/16 includes savings of £16.296m. As previously reported to the Adult Social Care Committee on 9 November 2015 there were significant risks to the delivery of £5.973m of these savings. At period 8 the level of forecast savings has been reduced further to account for the risk in the delivery of savings to services for people with learning disabilities and physical disabilities and savings associated with the reduction in funding of wellbeing activities. However, whilst it has been difficult to attribute savings to

specific lines, the service is forecasting a year on year reduction in outturn of some £10m, despite budgeting for £6m growth. Although the Care Act funding has supported this, the forecast suggests that the service is realising savings through reduced spending from the new approaches that are being implemented. The additional shortfall has been built into the forecast outturn figures in paragraph 2.1 above.

<b>Savings</b>	<b>Saving 2015/16 £m</b>	<b>Forecast £m</b>	<b>Variance £m</b>	<b>Previously Reported £m</b>
Savings off target (explanation below)	9.835	2.674	7.161	5.973
Savings on target	6.461	6.480	(0.019)	(0.019)
<b>Total Savings</b>	<b>16.296</b>	<b>9.154</b>	<b>7.142</b>	<b>5.954</b>

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.

**2.7.2 Review Care Arranging Service (target £0.140m, forecast £0, variance £0.140m, no change from Period 6)**

This proposal predated the introduction of the Care Act which gives the council increased responsibilities for arranging care for people who fund their own care. There will in fact be additional workload responsibilities for this team and alternative means of achieving this saving are being sought within the department.

**2.7.3 Change the type of social care support that people receive to help them live at home (target £0.200m, forecast £0.0m, variance £0.200m, no change from Period 6)**

A tender for the re-procurement of home care services in West Norfolk and in Yarmouth and Waveney has been awarded. The Great Yarmouth and Waveney tender was run jointly with Suffolk County Council to deliver a more integrated and efficient service. However this has resulted in a delay in the original procurement timetable. Full year savings will not be achieved in 2015-16 as the new contracts do not commence until 1 April 2016 onwards.

**2.7.4 Renegotiate contracts with residential providers, to include a day service as part of the contract, or at least transport to another day service (target £0.100m, forecast £0, variance £0.100m, no change from Period 6)**

This has been further examined in detail and it has been concluded that these savings will not be achieved. Residential providers will increase their prices if they have to provide day service. Compensating savings are being sought, in particular through a new model of care to meet the needs of people with Learning Disability.

**2.7.5 Changing how we provide care for people with learning disabilities or physical disabilities (target £2.000m, forecast £0.300m, variance £1.700m, increase of £0.700m from Period 6)**

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. While the total saving will be achieved over time, this project does have a longer lead in time. Due to an overall improved financial position for the service, it has been possible to use £0.700k to mitigate the risks of achieving this saving.

**2.7.6 Reduce funding for wellbeing activities for people receiving support from Adult Social Care through a personal budget (target £6.000m, forecast £1.874m, variance £4.126m, increase of £0.500m from Period 6)**

The time lag in implementing the change for existing service users, which was agreed following the consultation exercise, along with pressure on the reviewing capacity in the teams means it is uncertain whether the full £6.000m saving will be achieved in 2015-16. Additional reviewing capacity has been brought in to speed up this process, and the service is seeing the impact of revised practice. Positively, the service is managing increased activity whilst seeing a reduction in the overspend on purchase of care and the spending for the service has reduced compared to 2014-15. The changed practices and significant locality management focus on this issue are therefore improving the department's ability to deliver service within budget. This continues to be a significant risk in relation to accounting for this saving with the forecast reduced by £0.500m to £1.874m.

**2.7.7 Redesign Adult Social Care pathway (target £0.395m, forecast £0, variance £0.395m, no change from Period 6)**

This saving was about using data and information better to manage voids in Supported Living.

Initially this was linked to the sprint and development of the i-Hub but the work done manually to improve data quality and processes alongside the sprint has delivered significant benefits, and this was incorporated into the wider work on Changing Models of Care. The original saving is not expected to be delivered and this has been reflected in the budget planning for 2016/17.

**2.7.8 NorseCare agreement (target £1.000m, forecast £0.500m, variance £0.500m, no change from Period 6)**

Based on the company's current strategic financial plan, there is a shortfall against the current Adult Social Services target and work is underway with NorseCare to reduce the gap and deliver the saving in full.

**2.8 Overspend Action Plan**

2.8.1 The department is taking recovery action to reduce in year spending as far as possible. A number of actions were initiated by the Executive Director of Adult Social Services to mitigate the 2014/15 reported overspend to March 2015. In addition to these, further actions have been identified to deal with the forecast position for 2015/16. These actions and progress are detailed in **Appendix C** and were reinforced by an e-mail from the Executive Director of Adult Social Services to all Adult Social Services Staff on 12 August 2015 and progress reviewed at every Adults Social Services Senior Management Team.

**2.9 Reserves**

2.9.1 The department's reserves at 1 April 2015 were £10.336m. The service is forecasting a net use of reserves in 2015-16 of £6.545m to meet commitments, including the planned use of reserves of £3.156m approved by Full Council in setting the revenue budget for 2015/16. This does not assume use of reserves to offset general overspend. The 2015-16 forecast outturn position for reserves and provisions is therefore £3.791m. The projected use of reserves and provisions is shown at **Appendix D**.

**2.10 Capital Programme**

2.10.1 The department's three year capital of £12.775m has been reprofiled with £6.3m of uncommitted funding originally earmarked to be used in 2015/16 moved to 2016/17 to fund future as yet to be identified projects. The capital programme for 2015/16 is now £2.172m



though at this stage £1.0m is as yet uncommitted. The priority for use of capital is Housing with Care and the development of alternative housing models for young adults. Projects are in development which are expected to utilise some of the uncommitted funding and the schemes will have benefits for revenue spend. 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 and the action plan aims to address the overspend.

### 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 £16.296m where major transformation change is taking longer to deliver than anticipated resulting in a potential reduced savings forecast of £7.142m
  - c) The cost of transition cases, those service users moving into adulthood, have not been fully identified
  - d) The implementation of the new homecare contract in the West locality has led to a number of issues where the cost of implementation has yet to be quantified
  - 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 current Judicial Review and the Cost of Care exercise currently underway may result in increased costs

### 5. Background

- 5.1 There are no background papers relevant to the preparation of this report.

#### 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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## Adult Social Care 2015-16: Budget Monitoring Period 8 (November)

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

Summary	Revised Budget	Forecast Outturn	Variance to Budget		Previously Reported
	£m	£m	£m	%	£m
<b>Services to users</b>					
Purchase of Care					
Older People	107.293	108.058	0.765	0.7%	0.402
People with Physical Disabilities	24.053	24.408	0.355	1.5%	(0.220)
People with Learning Difficulties	79.450	86.684	7.234	9.1%	7.465
Mental Health, Drugs & Alcohol	11.834	13.641	1.807	15.3%	1.428
Total Purchase of Care	222.630	232.791	10.161	4.6%	9.075
Hired Transport	4.581	7.131	2.550	55.7%	2.550
Staffing and support costs	15.806	14.932	(0.874)	-5.5%	(0.600)
<b>Total Cost of Services to Users</b>	<b>243.017</b>	<b>254.854</b>	<b>11.837</b>	<b>4.9%</b>	<b>11.025</b>
Service User Income	(87.659)	(91.167)	(3.508)	-4.0%	(1.044)
<b>Net Expenditure</b>	<b>155.358</b>	<b>163.687</b>	<b>8.329</b>	<b>5.4%</b>	<b>9.981</b>
<b>Commissioned Services</b>					
Commissioning	1.401	1.261	(0.139)	-9.9%	(0.116)
Service Level Agreements	11.038	10.818	(0.220)	-2.0%	(0.187)
ICES	2.599	2.619	0.020	0.8%	0.109
NorseCare	31.212	32.477	1.264	4.1%	1.436
Supporting People	9.282	9.214	(0.069)	-0.7%	(0.017)
Independence Matters	13.151	13.152	0.001	0.0%	0.000
Other	1.389	1.149	(0.239)	-17.2%	(0.228)
<b>Commissioning Total</b>	<b>70.072</b>	<b>70.690</b>	<b>0.618</b>	<b>0.9%</b>	<b>0.997</b>
<b>Early Help &amp; Prevention</b>					
Housing With Care Tenant Meals	0.692	0.688	(0.004)	-0.6%	(0.004)
Personal & Community Support	0.173	0.173	0.000	0.0%	0.000
Norfolk Reablement First Support	2.822	2.654	(0.169)	-6.0%	(0.143)
Service Development (incl. N-Able)	0.618	1.388	0.770	124.6%	0.853
Other	2.169	1.751	(0.417)	-19.3%	(0.373)
<b>Prevention Total</b>	<b>6.474</b>	<b>6.654</b>	<b>0.180</b>	<b>2.8%</b>	<b>0.333</b>



## Adult Social Care

### 2015-16 Budget Monitoring Forecast Outturn Period 8

#### Explanation of variances

#### 1. Business Development, forecast underspend (£0.348m)

Business Support vacancies, especially in the Southern and Norwich teams.

#### 2. Commissioned Services forecast overspend £0.618m

The main variances are:

**NorseCare**, forecast overspend of £1.264m. Shortfall on budgeted reduction in contract value compared the 2014/15 outturn together with risk around achieving savings target. Work is underway working with the company to minimise or reduce the level of overspend.

**ICES**, forecast overspend of £0.020m. The recycling credits due to NCC have reduced compared to prior years, which are a reflection of the reduction in NCC's purchasing spend during the previous year following contract renegotiations. Recycling rates are being closely monitored and the contract provides financial incentives to the provider to recycle and reduce waste. The forecast for salaries for the service was reviewed in October 2015, enabling a reduction to the expenditure forecast.

#### 3. Services to Users, forecast overspend £8.329m

The main variances are:

**Purchase of Care (PoC)**, forecast overspend £10.161m.

There are significant savings to be delivered across the year, with the £6m planned to be delivered on the reduction in personal care budgets at risk. As a result the saving is being refocused to reconsider the Resource Allocation System and to ensure that service reviews are being conducted in a consistent way. There is some time lag in the realisation of savings as set in Section 2.7.6 of the report.

Older People, forecast overspend of £0.765m. The work to reduce the level of permanent residential placements in the last four months of 2014/15 has continued in 2015/16 and as a result the forecast for 2015/16 suggests that residential spend will be close to budget if these reductions continue. The forecast for home care is overspent, which reflects the drive to support more service users to remain in their own homes and the failure to deliver savings from the retendering of the homecare contract this financial year.

Learning Difficulties, forecast overspend £7.234m. The projected overspend in this area is at the same level as 2014/15. It is relevant to note that the bulk of the personal care budget savings and the savings to be achieved through changing how we provide care for people with Learning or Physical Disabilities have been set against this budget. The overspend for day care and supported living service provision, budgets particularly affected by these savings, is partially offset by an underspend on residential service provision. The numbers of residential placements for younger adults has reduced but remains high relative to comparator councils. The department has set out as a default position that there should be no residential placements for younger adults, except for in rare and particular circumstances. The savings target for Learning Difficulties is exacting but revised plans suggest that whilst there will be a shortfall in 2015/16 against the target, and possibly a further shortfall in 2016/17, the saving

will be achieved in full by 2017/18. The forecast at Period 8 reflects the revised profile for savings.

Mental Health, forecast overspend £1.807m. A significant proportion of the overspend is on residential placements where the department has a high number of placements compared to comparator councils. There has been an increase in forecast overspend from Period 6 due to increased commitments for Day Care. Work has been undertaken to review residential placements to identify service users who are ready to move on to community based support or to identify further support required for readiness. This has been carried out alongside work to identify the community support needed to support the transition away from residential services.

Hired Transport, forecast overspend £2.550m. Revised plans to deliver savings carried over from 2014/15 are being put in place, but the development of the plans are being hindered by the lack of detailed accurate information about transport use across the county and where there may be opportunities to reduce or re-plan the transport available. These plans include reviewing the location of provision with a view to reducing the need for service users to travel as far.

Service User Income, forecast underspend (£3.508m). The forecast has increased since the last report by (£2.464m). Primarily this is due to confirmation and recognition of Continuing Health Care agreements that the service will receive as income in relation to block contracts that it procures on behalf of Health (£1.956m). There has been an increase in the volume of service user income forecast to be received by (£0.746m). These have been partially offset by other adjustments, including revision of the growth forecast.

In relation to the overall position, there is a forecast over-recovery of income, primarily from NHS funding, (£2.029m), combined with income of (£1.199m) received to cover care packages for service users previously funded directly by the Independent Living Fund. The Independent Living Fund (ILF) closed on the 30 of June 2015 and the Council has received ring fenced funding for the period 1 July 2015 to 31 March 2016 to cover the cost of care for those individuals previously funded directly by the ILF. Expenditure matching this income has been identified and is included in the expenditure forecast over-spend.

#### **4. Early Help and Prevention, forecast overspend £0.180m**

The main variances are:

**Norfolk Reablement First Support**, forecast underspend (£0.169m). The underspend is due to the allocation of a Department of Health grant to assist with helping with hospital discharge and staffing related underspends. Plans are under-way to expand the service to provide reablement to more service users with the potential to benefit from this service to support them to live more independent lives.

**Service Development**, forecast overspend £0.770m. The savings target for N-able (the assistive technology service run by Norse) has not been achieved. Work is continuing to implement the saving which is based on N-Able making increased profits.

**Other**, forecast underspend (£0.418m). There is a forecast overspend of £0.146m as a result of the savings target for the Care Arranging Services not being achieved. This is offset by an underspend on the Transformation budget, (£0.500m), as reserves are planned to be utilised to fund the team.

## Action Plan Progress Tracker

	Action	Progress	Update	Timescale
1	No new under 65 placements in residential care, as default position.	Progress is monitored on a weekly basis with numbers no longer increasing	Very few new placements have been made for working age adults and there are 6 fewer people in permanent residential care than on 1 April.	On-going
2	Targets for locality teams to reduce the numbers of older people in residential care by 25%	Targets in place and monitored on a weekly basis, linked with 2 for 1 flow	Numbers of placements have continued to fall.	On-going as part of Promoting Independence Strategy
3	Prioritise the use of Norsecare block purchased beds	Target to achieve a 95% occupancy on average for the remainder of the year	Current occupancy has been above 94% for three months, which is showing an improved position.	On-going
4	To manage our funding flows we will only fund a residential or nursing home placement in each locality when two placements have been released	Target newly introduced with potential saving still to be quantified	Teams are holding to targets, and the numbers or permanent placements are now beginning to reduce.	Continue until 31/3/16
5	Temporary residential placements should only be used where a clear plan exists for the service user to return home and the placement only authorised for the period in the plan.	Will contribute to overall reduction in cost of older people placements	Improvement in the recording of temporary and permanent placements with weekly reporting in place	On-going
6	Reinforce our practice on Personal Budgets. These should only be used to meet any unmet eligible social care need. Working on the basis of least spend to deliver the best outcomes	Will contribute to overall reduction in cost of packages of care.	Strength based assessments being rolled out from November, small sample suggests potential of 12% on Personal Budget	On-going

## Appendix C

	Action	Progress	Update	Timescale
7	Reviewing all care packages which involve two carers, to ensure that use of additional equipment or assistive technology has been considered.	Work still ongoing to quantify savings benefit	Strength based assessments being rolled out from November, small sample suggests potential saving of 12% on Personal Budgets	On-going
8	Reviewing packages of care of up to 10 hours per week, to ensure that there are no informal alternatives that could be used.			Completed
9	Reviews of last 100 placements in residential care to make sure that decision making about access to residential care is robust.			Completed
10	Scrutiny of all personal budgets reviews where the service remains unchanged	Learning from the reviews is being fed into refocused PB reviews	Strength based assessments being rolled out from November, small sample suggests potential of 12% on Personal Budget	On-going
11	Weekly Panels to scrutinise proposed overrides of the RAS (Resource Allocation System) funding for indicative Personal Budgets for younger adults	Panels commenced w/c 17 <sup>th</sup> August.	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 approximately 10 to 15 cases reviewed at each panel.	On-going

	Action	Progress	Update	Timescale
12	Urgent 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	31/3/16
13	A freeze on Learning and Development spending, except for statutory training and training on the Care Act.	Review has been undertaken and savings of £200k have been incorporated into the current forecast	Saving achieved	Complete
14	Appoint an Interim Head of Learning Disability, who will be drive forward improvements in the Learning Disabilities services to reduce expenditure.	Kerry Wright now in post.		Complete

## Adult Social Services Reserves and Provisions 2015/16

	Balance	Planned Usage	Balance
	1 April 2015	2015/16	31 March 2016
	£m	£m	£m
Doubtful Debts provision	1.572	0.000	1.572
Redundancy provision	0.016	0.000	0.016
Prevention Fund - Living Well in Community	0.006	(0.006)	0.000
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. The funding has now been earmarked to support the early implementation of an expanded Reablement service, which is linked to budget savings for 2016-18. 2013-14 funding for Strong and Well was carried forward within this reserve as agreed by Members £0.321m remains of the Strong and Well funding, all of which has been allocated to external projects and will be paid upon achievement of milestones (mostly anticipated in 2015-16).	0.734	(0.686)	0.048
Repairs and renewals	0.043	0.000	0.043
IT reserve - For the implementation of various IT projects and IT transformation costs.*	0.876	(0.876)	0.000
Residential Review - Required in future years for the Building Better Futures programme, including the transformation of the homes transferred to NorseCare on 1 April 2011.*	2.278	(2.278)	0.000
Unspent Grants and Contributions - Mainly the Social Care Reform Grant which is being used to fund the Transformation in Adult Social Care	3.058	(2.179)	0.879
The Council underspend at 31 <sup>st</sup> March 2015 of £1.753m has been included in the opening balance, £0.520m has been committed for the engagement of a temporary Learning Difficulties Manager to drive forward improvements in that services and to offset the loss of income relating to the policy change regarding War Veterans' pre 5 April 2005 War Disablement Pensions	1.753	(0.520)	1.233
<b>Total ASC reserves and provisions</b>	<b>10.336</b>	<b>(6.545)</b>	<b>3.791</b>

\* Use of reserves agreed by Full Council in setting the revenue budget for 2015/16



## Adult Social Care Capital Programme 2015-16

Summary	2015/16		2016/17	2017/18
	Current Capital Budget	Actual outturn at Year end	Draft Capital Budget	Draft Capital Budget
Scheme Name	£'000s	£'000s	£'000s	£'000s
Failure of kitchen appliances	18	18	13	0
Supported Living for people with Learning Difficulties	17	17	0	0
Adult Social Care IT Infrastructure	141	141	0	0
Improvement East Grant	60	60	0	0
Prospect Housing - formerly Honey Pot Farm	0	0	318	0
Great Yarmouth Dementia Day Care	36	36	0	0
Adult Care - Unallocated Capital Grant	1,000	1,000	7,401	2,000
Strong and Well Partnership - Contribution to Capital Programme	252	252	0	0
Bishops Court - King's Lynn	198	198	0	0
Dementia Friendly Pilots	1	1	0	0
Lakenfields	125	125	0	0
Autism Innovation	19	19	0	0
Cromer Road Sheringham (Independence Matters	199	199	0	0
Winterbourne Project	50	50	0	0
Humberstone	24	24	0	0
Baler Press	32	32	0	0
Care Act Implementation	0	0	871	0
<b>TOTAL</b>	<b>2,172</b>	<b>2,172</b>	<b>8,603</b>	<b>2,000</b>