

Adult Social Care Committee

Item No

Report title:	Adult Social Care Finance Monitoring Report Period 4 (July) 2017-18
Date of meeting:	4 September 2017
Responsible Chief Officer:	James Bullion, Executive Director of Adult Social Services

Strategic impact

This report provides Adult Social Care Committee (the Committee) with financial monitoring information, based on information to the end of July 2017. The report sets out variations from the budget, progress against planned savings and the actions being taken by the service to remain within budget.

Executive summary

As at the end of July 2017 (Period 4), Adult Social Services is forecasting an outturn position to budget. This is following review of risks and achievement of savings. The budget was set in February 2017, prior to the announcement by the Government of additional funding for adult social care.

Expenditure Area	Budget 2017/18 £m	Forecast Outturn £m	Variance £m
Total Net Expenditure	261.313	261.313	0.000

The headline information and considerations include:

- a) The outturn position for 2016-17 was a £4.399m overspend, which included some one-off funding. Investment was included in the 2017-18 budget to help manage the underlying pressure in this financial year. This includes £4.197m of one-off funding and the service's internal plans include saving targets to meet this pressure by April 2018
- b) Commitments between setting the budget in January 2017 and the start of the financial year remained largely stable and therefore has not placed additional pressures on the budget from the outset

Adult Social Services reserves at 1 April 2017 stood at £2.074m. The reserves at the beginning of the year included committed expenditure, which was carried forward in 2016/17. At period 4 the forecast includes the planned use of £1.273m of reserves in this financial year.

The 2017-18 forecast outturn position for reserves is £0.801m. Provisions totalled £4.157m at 1 April 2017, mainly for the provision for bad debts.

Plans for the use of the additional one-off social care grant, which totals £18.561m in 2017-18 has been agreed with health partners. Work has commenced to implement the interventions that will support the priorities, including supporting hospitals to reduce delayed transfers of care and care market stability. However, due to the timing of the grant and the requirement for plans to be agreed with health partners in advance of spending, the one-off grant is not expected to be spent in full during this financial year and it is recommended that a reserve is put in place to enable funds to support invest to save interventions over the planned life of the projects.

Recommendations:

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

- a) The forecast outturn position at Period 4 for the 2017-18 Revenue Budget of £261.313m
- b) The planned use of reserves
- c) Agreement in principle to set up a reserve to support the planned actions to be delivered through the improved Better Care Fund.
- d) The forecast outturn position at Period 4 for the 2017-18 Capital Programme

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 4 (July 2017) forecast including assumptions about the implementation and achievement of savings before the end of the financial year.

2. Detailed Information

- 2.1 The table below summarises the forecast outturn position as at the end of July (Period 4).

Actual 2016/17 £m	Over/ Underspend at Outturn £m	Expenditure Area	Budget 2017/18 £m	Forecast Outturn £m	Variance @ P4 £m
10.392	(0.471)	Business Development	4.001	3.635	(0.365)
69.600	0.123	Commissioned Services	68.640	69.342	0.703
5.492	(0.727)	Early Help & Prevention	8.614	8.438	(0.176)
168.243	12.971	Services to Users (net)	186.524	184.761	(1.763)
1.064	(7.497)	Management, Finance & HR	(6.465)	(4.863)	1.602
254.791	4.399	Total Net Expenditure	261.313	261.313	0.000

- 2.2 As at the end of Period 4 (July 2017) the forecast revenue outturn position for 2017-18 is £261.313m, which is a forecast outturn to budget.
- 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 areas of overspend are Commissioned Services, and Management, Finance and HR. These are offset by underspends elsewhere.
- 2.6 **Additional Social Care Funding**
 - 2.6.1 The Chancellor's Budget in March 2017 announced £2bn additional non-recurrent funding for social care, of which Norfolk will receive £18.561m in 17/18, followed by £11.901m in 2018/19 and £5.903m in 2019/20. The funding is paid as a direct grant to councils by the DCLG and as a condition of the grant, councils are required to pool the funding into their BCF. This fund is governed by the Health and Wellbeing Board and monitored by NHS England and the Department for Communities and Local Government (DCLG) through national and local assurance and quarterly returns.

The guidance received by DCLG requires that the funding is used by local authorities to provide stability and extra capacity in the local care system. Specifically, the grant conditions require that the funding is used for the purposes of:

- a) Meeting social care needs
- b) Reducing pressure on the NHS supporting people to be discharged from hospital when they are ready
- c) Ensuring that the local social care provider market is stabilised

2.6.2 This funding was not known at the time County Council set the 2017/18 budget and was not included in the budget reflected in the Period 2 monitoring report. Plans for the use of the funding were reported to Committee in July and have subsequently been agreed with Norfolk's Clinical Commissioning Groups. In agreeing the plans one adjustment to the plans was negotiated, which will see an additional £200,000 spent specifically on actions to reduce mental health delayed transfers of care and reduces accordingly the allocation to support market stability from £9.3m in 2017-18 to £9.1m.

2.6.3 The revised budget shows the increased budget position for the service. Due to the timing of the grant announcement and subsequent requirement for developing and agreeing plans across the health and social care system, work to implement interventions was not able to be implemented earlier in the financial year. Actions to implement the plan have now started and include:

- a) The launch of a recruitment campaign for additional social workers
- b) Commissioning of accommodation based reablement
- c) Implementing short stay accommodation for people with mental health needs following discharge from hospital
- d) Developing social prescribing opportunities
- e) Development of the high impact change model

However, the total grant for 2017-18 will not be utilised fully in this financial year and it is therefore recommended that a reserve is put in place to enable funding to be used in line with the agreed plan over the planned three year period. This will ensure that investment to save projects can be developed and implemented appropriately and give adequate time to enable outcomes to be achieved and evaluated. At this stage it is proposed that the creation of a reserve is agreed in principle.

2.6.4 Where investment in social care is evidenced to provide wider system benefits the expectation is that financial support will be sought from across health and social care to enable new ways of working to continue beyond the project timescales. Where benefits cannot be evidenced or wider financial support from the health sector is not available, it is expected that the interventions will need to be stopped at the end of the projects.

2.7 **Services to Users**

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

Actual 2016/17 £m	Over/ Underspend at Outturn £m	Expenditure Area	Budget 2017/18 £m	Forecast Outturn £m	Variance @ Pd4 £m
111.914	8.238	Older People	110.926	113.515	2.589
23.246	1.207	Physical Disabilities	23.148	23.935	0.787
94.527	11.119	Learning Disabilities	96.391	98.319	1.928
13.174	0.267	Mental Health	13.545	13.863	0.318
6.746	3.074	Hired Transport	6.672	6.572	(0.100)
9.144	(1.194)	Care & Assessment & Other staff costs	16.901	16.370	(0.532)
258.751	22.710	Total Expenditure	267.583	272.574	4.991
(90.508)	(9.739)	Service User Income	(81.060)	(87.813)	(6.754)
168.243	12.971	Revised Net Expenditure	186.524	184.761	(1.763)

2.7.2 Key points:

- a) Permanent admissions to residential care – 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 had accelerated in the first half of the last financial year in response to the provisions put in place in response to Promoting Independence. Over quarter three, there had been some increase in permanent residential placements – the key reasons were improved timeliness of recording, but teams also reported increased pressure from hospital discharge and a number of previous self-funders that had dropped below the threshold for self-funding. At April 2016 the rolling 12 months admissions for people aged 65+ was 616 per 100,000 population. This had reduced to 613 by August 2016, but then increased in each of the following periods, to 637 by November 2016, before reducing to 633 by March 2017. For people aged 18-64 there is a reduction, with 21 people per 100,000 population admitted into permanent residential care in April 2016, reducing in most periods to 19 per 100,000 population by March 2017. However, whilst total numbers have reduced, those that do go into residential care tend to be people with higher levels of need that require longer lengths of stay and more expensive care packages, meaning that spend has not reduced proportionally
- b) The forecast expenditure for purchase of care, excluding care and assessment is £6.597m more than the 2016/17 outturn. The forecast reflects some readjustment for savings that are high risk of non-delivery
- c) Overall there is a reduction of £2.695m in forecast income in 2017/18 compared to 2016/17 outturn. This relates to both one-off income items accounted for against purchase of care income in 2016/17, for example £5.155m in relation to Cost of Care and National Living Wage and £5m to protect social care following reductions in the Better Care Fund. This is offset by a forecast increase in service user income

2.8 Commissioned Services

2.8.1

Actual 2016/17 £m	Variance at outturn £m	Expenditure Area	Budget 2017/18 £m	Forecast Outturn £m	Variance @Pd4 £m
1.185	(0.289)	Commissioning Team	1.662	1.688	0.026
10.361	(0.795)	Service Level Agreements	11.122	10.708	(0.414)
2.184	(0.418)	Integrated Community Equipment Service	2.651	2.382	(0.269)
33.280	3.257	NorseCare	32.385	33.788	1.403
8.323	(1.172)	Housing related support	6.478	6.478	0.000
13.114	(0.244)	Independence Matters	12.857	12.857	0.000
1.153	(0.216)	Other Commissioning	1.485	1.441	(0.044)
69.600	0.123	Total Expenditure	68.640	69.342	0.703

2.8.2 Key points: NorseCare

- a) The variance is unchanged from Period 2. As part of the management of the Council's overall 2016/17 underlying overspend for adult social services, one-off funding of £2m has been used in 2017/18 to temporarily manage part of the variance between the previous budget set by the County Council and the NorseCare contract price. Despite on-going reductions in the real-terms contract costs (including NorseCare forgoing the inflationary increase for this year that the contract entitles it to) there remains a variation between the approved budget and the contract price
- b) Savings targets set in the council's prior-year budgets were not able to be achieved within the 2017-18 contract price – this is mainly because of the 'legacy' costs that NorseCare carries in respect of staff terms and conditions and property maintenance
- c) Work continues to reduce NorseCare's costs and increase its income from contracts with third parties. This should result in delivery of a contract that is more closely aligned to market prices

2.9 Savings Forecast

2.9.1 The department's budget for 2017/18 includes savings of £14.213m, the net savings reported for the service total £11.213m, which reflects the impact of reversing previous savings of £3m for transport, which are now targeted in 2018/19. In addition the service is planning to meet additional savings of £4.197m by April 2018 in order to manage the impact of the one-off adult social care support grant, which has been used to provide additional time to reduce the underlying overspend from 2016/17.

2.9.2 The service has refreshed the Promoting Independence strategy and savings programme. As a result, whilst the savings are in line with the proposals agreed by County Council in February, the detail about how savings will be delivered has been built up, with new

workstreams and projects. The report to this Committee in July 2017 detailed the revised programme of work and cross referenced these to the original savings descriptions.

- 2.9.3 Period 4 monitoring and savings analysis has shown that £3.587m of the planned savings are at risk of non-delivery and £10.626m is on track. **Appendix C** sets out the delivery status of the programme by workstream and project.

Savings	Saving 2017/18 £m	Forecast £m	Variance £m	Previously Reported £m
Savings off target (explanation below)	(7.092)	(3.505)	3.587	0.000
Savings on target	(7.121)	(7.121)	0.000	0.000
Total Savings	(14.213)	(10.626)	3.587	0.000

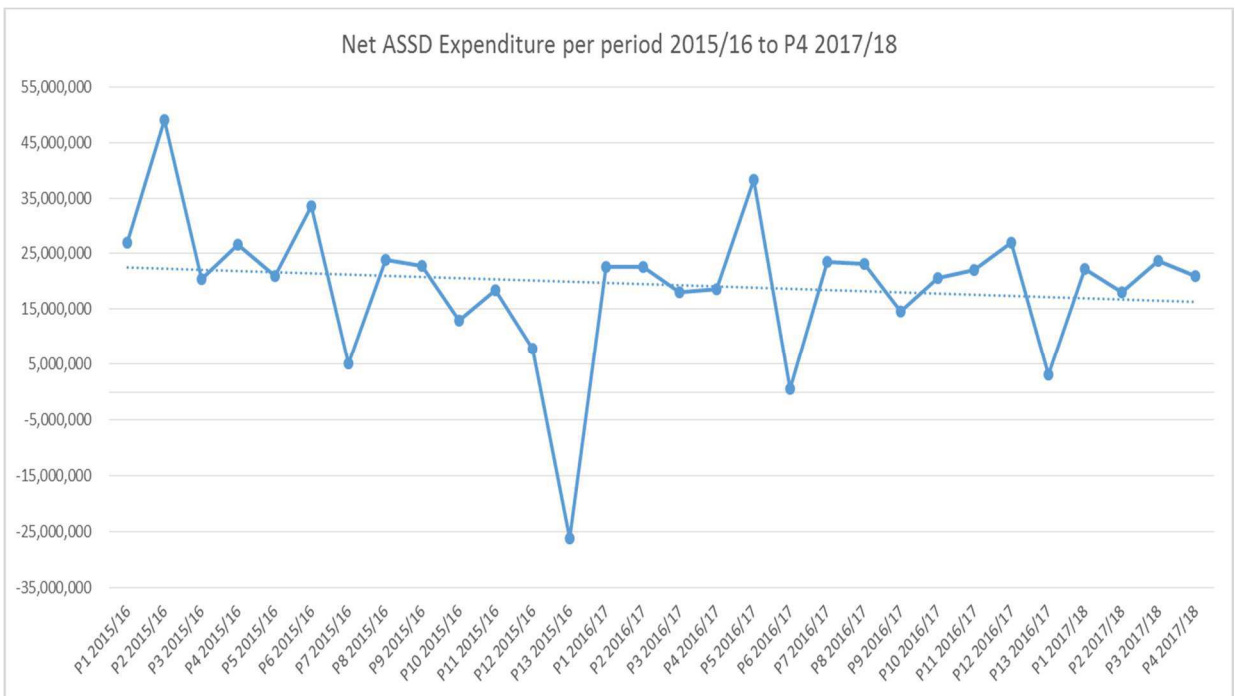
- 2.9.4 A brief explanation is provided below of the key variances and, where applicable, planned recovery actions.

Younger adults and older people reviews (target £4.445m; forecast £1.958m; variance £2.487m) This initial forecast is based on evidence of the actual impact from reviews completed earlier in the year. However, this is a difficult saving to accurately evidence and savings could still be achieved through other demand management interventions that will enable savings to be achieved across the workstream. Recruitment for additional social workers is underway and the Living Well programme has been launched, which will support approaches that will deliver increased independence for individuals.

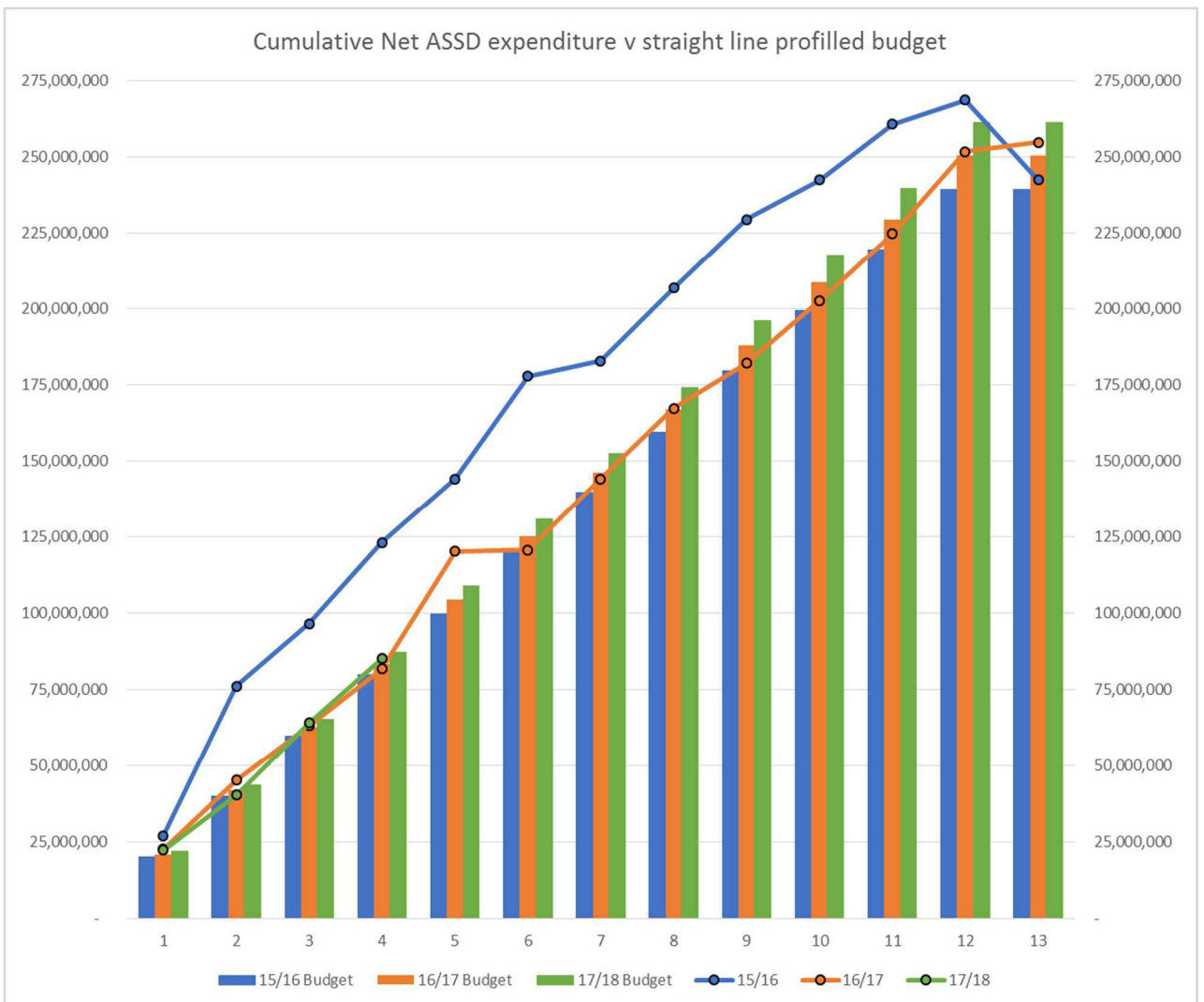
Home care commissioning (target £0.183m; forecast £0.000m; variance £0.183m) A new framework is in place for the Northern, Central and Southern areas and work is being finalised regarding fee structures. The framework is expected to improve stability in this market but is not forecast to achieve immediate savings. The new framework encourages provider collaboration to improve efficiency of home support rounds, which will improve the financial sustainability and support more cost effective commissioning of wider services.

Review of day services (target £1.000m; forecast £0.650m; variance £0.350m) The service is working closely with Independence Matters to reshape the contract and service model to enable long term savings to be delivered, however, part of the savings will require reduction in demand for day services and alternative approaches.

- 2.9.4. The departments net expenditure each period is prone to fluctuations, as evidenced by the below graphic, however, it continues to display a downward trajectory when compared to 2015/16.



2.9.4. Furthermore, the department's net expenditure, when compared to a profiled budget, currently appears to display a stronger position than it did in 2015/16 and 2016/17.



2.10 **Action plan and Finance and Performance monitoring**

- 2.10.1 Last year all locality and service teams developed financial recovery plans, which were used for focused actions to improve the financial position and to support both team management and reporting to finance and performance board. Monthly performance and finance data is reviewed by senior management team in order to highlight key areas of focus for monthly finance and performance board meetings. This is also a forum, which enables escalation by teams of blockages to progress and priority actions for the service. In addition quarterly accountability meetings have been introduced, enabling scrutiny at team level and are led by the Executive Director of Adult Social Services.
- 2.10.2 Looking ahead the service will be implementing the new social care replacement system, Liquid Logic, in November 2017. This will provide an improved management and reporting system for social care, but also includes implementing a new financial system for social care. It is expected that financial reporting will be limited during and immediately after implementation of the new system. This is both due to capacity and to enable full testing to be carried out following transition to the new system.

2.11 **Reserves**

- 2.11.1 The department's reserves and provisions at 1 April 2017 were £6.231m. Reserves totalled £2.074m.
- 2.11.2 The reserves at the beginning of the year included committed expenditure, which was carried forward in 2016/17. At period 4 the forecast includes the planned use of £1.273m of reserves in this financial year.
- 2.11.3 The forecast reserve position at 31 March 2018 is £0.801m.
- 2.11.4 Provisions totalled £4.157m at 1 April 2017, mainly for the provision for bad debts. The projected use of reserves and provisions is shown at **Appendix D**.
- 2.11.5 As set out in section 2.6 of this report, it is proposed that a reserve is approved in principle to enable ring fenced additional social care funding to be carried forward. This will ensure that the plans agreed as part of the Better Care Fund can be used for the agreed purposes and invest to save projects can be managed across an agreed timeframe. Further information will be reported to this Committee in October 2017, including a forecast reserve amount. Plans for the use of the additional social care funding were agreed at the end of July 2017, at which point £6.187m of the 2017-18 had been received from Department for Communities and Local Government (DCLG).

2.12 **Capital Programme**

- 2.12.1 The department's three year capital programme is £21.668m. The programme includes £6.924m relating to Department of Health capital grant for Better Care Fund (BCF) Disabled Facilities Grant (DFG), which is passported to District Councils within the BCF. Work continues 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 £7.240m for the social care and finance replacement system. The priority for use of capital is development of alternative housing models for young adults. Allocation of funding in Period 4 includes £0.068m for IT equipment to support the student social worker cohorts through the Teaching Partnership. Details of the current capital programme are shown in **Appendix E**.

3. **Financial Implications**

- 3.1 The forecast outturn for Adult Social Services is set out within the paper and appendices.

- 3.2 As part of the 2017/18 budget planning process, the committee proposed a robust budget plan for the service, which has now been agreed by County Council. This included the reprofiling of savings across the following four years and additional investment to enable effective management of the recurrent overspend. Within this investment £4.197m is from one-off funding. This means the service will need to deliver savings in 2017-18 above the 2017/18 headline amount in order to reduce spending to a level that will ensure that this is addressed by April 2018. These savings will continue to be pursued from areas previously agreed and, wherever possible, further efficiencies.

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 needs led service where number of service users continues to increase. 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. A key part of transformation is about managing demand to reduce the impact of this risk through helping to meet people's needs in other ways where possible
 - b) The ability to deliver the forecast savings, particularly in relation to the demand led element of savings, which will also be affected by wider health and social care system changes
 - c) The cost of transition cases, those service users moving into adulthood, might increase due to additional cases that have not previously been identified. Increased focus on transition will help mitigate this risk
 - d) The impact of pressures within the health system, through both increased levels of demand from acute hospitals and the impact of decisions due to current financial deficits in health provider and commissioning organisations. This risk is recognised within the service's risk register and NCC involvement in the change agenda of the system and operational groups such as Accident and Emergency Delivery Boards will support the joint and proactive management of these risks
 - e) The Council has outstanding debt in relation to health organisations, which could lead to increased pressures if the debt is not recovered
 - f) Increasing waiting lists and delays in recording could result in additional packages and placements incurring costs that have not been included in the forecast
 - g) 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
 - h) The ability to be able to commission appropriate home support packages due to market provision, resulting in additional costs through the need to purchase increased individual spot contracts rather than blocks
 - i) The continuing pressure from the provider market to review prices and risk of challenge. In addition the Council has seen some care home closures in the first part of the year, which can lead to increased costs especially during transition
 - j) 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 Recommendations

- 5.1 Members are invited to discuss the contents of this report and in particular to agree:
- a) The forecast outturn position at Period 4 for the 2017-18 Revenue Budget of £261.313m
 - b) The planned use of reserves
 - c) Agreement in principle to set up a reserve to support the planned actions to be delivered through the improved Better Care Fund.
 - d) The forecast outturn position at Period 4 for the 2017-18 Capital Programme

6. Background

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

[Finance Outturn Report – Adult Social Care Committee June 2017](#) (p27)

[Norfolk County Council Revenue Budget and Capital Budget 2017-20 - County Council February 2017 – p22](#)

[Finance Monitoring Report – Adult Social Care Committee July 2017](#)

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 2017-18: Budget Monitoring Period 4 (July 2017)

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

Summary	Budget	Forecast Outturn	Variance to Budget		Variance @ Pd 2
	£m	£m	£m	%	£m
Services to users					
Purchase of Care					
Older People	110.926	113.515	2.589	2.33%	(1.664)
People with Physical Disabilities	23.148	23.935	0.787	3.40%	0.090
People with Learning Disabilities	96.391	98.319	1.928	2.00%	1.048
Mental Health, Drugs & Alcohol	13.545	13.863	0.318	2.35%	(0.440)
Total Purchase of Care	244.010	249.632	5.622	2.30%	(0.966)
Hired Transport	6.672	6.572	(0.100)	(1.50%)	0.000
Staffing and support costs	16.901	16.370	(0.532)	(3.15%)	(0.225)
Total Cost of Services to Users	267.583	272.574	4.991	1.87%	(1.191)
Service User Income	(81.060)	(87.813)	(6.754)	8.33%	(1.851)
Net Expenditure	186.524	184.761	(1.763)	(0.95%)	(3.042)
Commissioned Services					
Commissioning	1.662	1.688	0.026	1.54%	(0.061)
Service Level Agreements	11.122	10.708	(0.414)	(3.72%)	(0.251)
ICES	2.651	2.382	(0.269)	(10.14%)	(0.392)
NorseCare	32.385	33.788	1.403	4.33%	1.403
Housing Related Support	6.478	6.478	0.000	0.00%	(0.232)
Independence Matters	12.857	12.857	0.000	0.00%	0.000
Other	1.485	1.441	(0.044)	(2.93%)	0.000
Commissioning Total	68.640	69.342	0.703	1.04%	0.467
Early Help & Prevention					
Norfolk Reablement First Support	4.516	4.483	(0.033)	(0.73%)	(0.084)
Service Development	1.244	1.220	(0.024)	(1.94%)	0.000
Other	2.852	2.736	(0.116)	(4.07%)	(0.169)
Prevention Total	8.614	8.438	(0.176)	(2.05%)	(0.253)

Adult Social Care 2017-18 Budget Monitoring Forecast Outturn Period 4 Explanation of variances

1. Business Development, forecast underspend (£0.365m)

The forecast underspend is from vacancies across the service, and staff not being at the top of scale.

2. Commissioned Services forecast overspend £0.703m

The main variances are:

NorseCare, overspend of £1.403m. The variance is unchanged from period 2. As part of the management of the Council's overall 2016/17 underlying overspend for adult social services, one-off funding of £2m has been used in 2017/18 to temporarily manage part of the variance between the previous budget and the NorseCare contract price. Despite on-going reductions in the real-terms contract costs (including NorseCare forgoing the inflationary increase for this year that the contract entitles it to) there remains a variation between the approved budget and the contract price.

Savings targets set in the council's prior-year budgets were not able to be achieved within the 2017-18 contract price – this is mainly because of the 'legacy' costs that NorseCare carries in respect of staff terms and conditions and property maintenance.

Work continues to reduce NorseCare's costs and increase its income from contracts with third parties. This should result in delivery of a contract that is more closely aligned to market prices.

Service Level Agreements, underspend of (£0.414m). The underspend is due to a reduction in planned costs, following retendering of agreements.

Integrated Community Equipment Store, underspend of (£0.269m). Working practices have changed, which has reduced the equipment backlog. This combines with a recycled equipment rebate to deliver an underspend.

3. Services to Users, forecast underspend (£1.763m)

The main variances are:

Purchase of Care (PoC) expenditure, overspend of £5.622m. Additional funds were added into the budget for 2017/18 to cover some of the pressures within PoC, including the impact of Cost of Care and the National Living Wage. The Period 4 forecast includes an adjustment to reflect possible non-delivery of £3.250m net savings, the impact on gross expenditure is therefore higher and accounts for the majority of the variance compared to Period 2.

Service User Income, over-recovery of (£6.754m). Income from service users has exceeded 2016/17 figures up to the end of July 2017, and this trend is expected to continue. The increases are a reflection of the alteration to the charging policy so that the calculation of charges takes into consideration an amount more closely reflected to actual disability related expenditure incurred by individuals and a new piece of work to support people who may not be accessing all financial benefits available to them. The variance compared to Period 2 reflects the forecast non-delivery of savings, which will increase income, as it is expected that more service users than planned will receive residential care.

4. Early Help and Prevention, forecast underspend (£0.176m)

The main variances are:

Other Services, underspend of (£0.116m). The variance relates to vacancies within Care Arranging Service and the Emergency Duty Team.

5. Management, Finance and HR, forecast overspend £1.602m

The main variances are:

Management and Finance, overspend of £1.575m. A contingency has been put in place to provide for the risk of not delivering the savings identified within the forecast, and to cover potential increases in demand. This has been reduced from Period 2, reflecting that the forecast this month incorporates the impact of £3.587m of savings that are at high risk of non-delivery.

2017-20 Savings Programme

1 The overall revised savings programme is now structured as follows:

Gross Savings Requirement	2017/18	2018/19	2019/20
Reported gross savings - agreed by County Council	-14.213	-18.716	-10.000
Add: Removal of one-off grant		-4.197	
Target service savings	-14.213	-22.913	-10.000

Summary

Savings Programme	Workstream	2017/18	2018/19	2019/20
Promoting Independence	Early Help and Prevention	-1.500	-3.500	-0.800
	Entry Points*	0.000	0.000	0.000
	Younger Adults	-2.581	-6.794	-5.307
	Older Adults	-2.364	-2.665	-3.393
	Commissioning	-3.658	-9.724	-0.500
Business as Usual	Other	-4.110	-0.230	0.000
Total		-14.213	-22.913	-10.000

Workstream	Workstream Savings 2017-20		2017-18 Saving	2017-18	Period 4 forecast	Variance to budget
				£m	£m	£m
Early Help and Prevention workstream	-5.800	=	Promoting Independence - Reablement - net reduction - expand Reablement Service to deal with 100% of demand and develop service for working age adults	-1.500	-1.500	0.000
Older and Younger Adults workstreams	-23.104	=	Younger adult reviews	-2.581	-1.158	1.423
			Replacement of planning beds	-0.500	-0.500	0.000
			Older people reviews	-1.864	-0.800	1.064
Commissioning workstream	-13.882	=	Remodel contracts for support to mental health recovery	-0.125	-0.125	0.000
			Home care commissioning - an improved framework for procuring home care services in Norfolk	-0.183	0.000	0.183
			Promoting Independence - Integrated Community Equipment Service - expand service so through increased availability and access to equipment care costs will be reduced	-0.250	-0.150	0.100
			Building resilient lives: reshaping our work with people of all ages requiring housing related support to keep them independent	-2.100	-2.100	0.000
			Radical review of daycare services	-1.000	-0.650	0.350

Business as usual	-4.340	=	Reduce Training & Development spend following implementation of Promoting Independence	-0.200	-0.200	0.000
			Review of commissioning structure and wider opportunities to realign staffing structures in localities	-0.155	-0.155	0.000
			Review of various commissioning arrangements to identify more cost effective ways of providing services	-1.159	-0.709	0.450
			Multiple small efficiencies within Service Level Agreements	-0.190	-0.190	0.000
			Maximise use of apprenticeships	-0.020	-0.020	0.000
			Rationalise mobile phones	-0.010	-0.010	0.000
			Additional savings proposals currently being developed	-1.141	-1.141	0.000
			A consistent approach to specific laundry needs	-0.055	-0.038	0.017
			Align charging policy to more closely reflect actual disability related expenditure incurred by service users	-1.180	-1.180	0.000
			-14.213	-10.626	-3.587	

Adult Social Services Reserves and Provisions 2017/18

	Balance	Period 4	
		Proposed usage	Balance
	01-Apr-17	2017/18	31-Mar-18
	£m	£m	£m
Doubtful Debts provision	4.157	0.000	4.157
Total Adult Social Care Provisions	4.157	0.000	4.157
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. £0.131m was brought-forward on 1 April 16, and it is being used for prevention projects: Ageing Well and Making it Real. 2013-14 funding for Strong and Well was carried forward within this reserve as agreed by Members. £0.122m was brought-forward on 1 April 16, all of which has been allocated to external projects and will be paid upon achievement of milestones.	0.200	-0.187	0.013
Market Development Fund	0.020	-0.020	0.000
Repairs and renewals	0.043	0.000	0.043
Adult Social Care Workforce Grant	0.255	-0.255	0.000
IT Reserve - Slippage in revenue spending pattern in relation to social care information system reprocurement	0.361	-0.361	0.000
Unspent Grants and Contributions	1.196	-0.450	0.746
Total Adult Social Care Reserves	2.074	-1.273	0.801
Total Reserves & Provisions	6.231	-1.273	4.958

Adult Social Services Capital Programme 2017/18

Summary	2017/18		2018/19
Scheme Name	Current Capital Budget	Forecast outturn at Year end	Draft Capital Budget
	£m	£m	£m
Failure of Kitchen Appliances	0.030	0.030	0.000
Supported Living for people with Learning Difficulties	0.015	0.015	0.000
Adult Social Care IT Infrastructure	0.141	0.141	0.000
Adult Care - Unallocated Capital Grant	4.078	4.078	0.000
Strong and Well Partnership - Contribution to Capital Programme	0.121	0.121	0.000
Bishops Court - King's Lynn	0.085	0.085	0.000
Winterbourne Project	0.050	0.050	0.000
Care Act Implementation	0.871	0.871	0.000
Social Care and Finance Information System	5.238	5.238	1.912
Elm Road Community Hub	1.324	1.324	0.109
Better Care Fund Disabled Facilities Grant and Social Care Capital Grant – passported to District Councils	6.924	6.924	0.000
Teaching Partnership IT Equipment	0.068	0.068	0.000
Netherwood Green	0.703	0.703	0.000
TOTAL	19.647	19.647	2.021