

Adult Social Care Committee

Item No

Report title:	Adult Social Care Finance Monitoring Report Period 2 (May) 2017-18
Date of meeting:	10 July 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 May 2017. This is the first monitoring report of the financial year and provides an early analysis of variations from the budget and the actions being taken by the service to remain within budget.

Executive summary

As at the end of May 2017 (Period 2), Adult Social Services is forecasting to outturn 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	261.453	261.453	0

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 managed 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. This included £1.580m of committed expenditure, to meet known projects in 2017/18. Planned funding for transformation was included in the reserves in 2016/17 and it is proposed for £0.400m to be used in 2017/18 to support delivery of the service's Promoting Independence strategy and savings programme.

The 2017-18 forecast outturn position for reserves is £0.494m. Proposed use of reserves includes planned use of £0.400m for transformation and £0.150m as part of the planned corporate review of reserves to support the 2017/18 budget position. Provisions totalled £4.157m at 1 April 2017, mainly for the provision for bad debts.

Recommendations:

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

- a) **The forecast outturn position at Period 2 for the 2017-18 Revenue Budget of £261.453m**
- b) **The planned use of reserves**
- c) **The forecast outturn position at Period 2 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 2 (May 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 May (Period 2).

Actual 2016/17 £m	Over/ Underspend at Outturn £m	Expenditure Area	Budget 2017/18 £m	Forecast Outturn £m	Variance @ P2 £m
10.392	(0.471)	Business Development	3.994	3.689	(0.305)
69.600	0.123	Commissioned Services	68.618	69.085	0.467
5.492	(0.727)	Early Help & Prevention	9.835	9.583	(0.253)
168.243	12.971	Services to Users (net)	186.913	183.871	(3.042)
1.064	(7.497)	Management, Finance & HR	(7.908)	(4.776)	3.132
254.791	4.399	Total Net Expenditure	261.453	261.453	0

- 2.2 As at the end of Period 2 (May 2017) the revenue outturn position for 2017-18 is £261.453m, which is an 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 will be 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.
- 2.6.2 This funding was not known at the time County Council set the 2017/18 budget and therefore is not included in the budget reflected in this monitoring report. A separate paper setting out proposed use of the grant, in line with the grant conditions, is included elsewhere of the agenda for this Committee. 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

2.7 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 £m
111.914	8.238	Older People	110.926	109.262	(1.664)
23.246	1.207	Physical Disabilities	23.148	23.238	0.090
94.527	11.119	Learning Disabilities	96.391	97.439	1.048
13.174	0.267	Mental Health	13.545	13.105	(0.440)
6.746	3.074	Hired Transport	6.672	6.672	0.000
9.144	(1.194)	Care & Assessment & Other staff costs	16.863	16.639	(0.225)
258.751	22.710	Total Expenditure	267.545	266.355	(1.191)
(90.508)	(9.739)	Service User Income	(80.633)	(82.484)	(1.851)
168.243	12.971	Revised Net Expenditure	186.913	183.871	(3.042)

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 last 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. Due to requiring a time lag in reporting to improve accuracy, the April and May statistics were not available at the time of writing this report
- b) The forecast expenditure for purchase of care, excluding care and assessment is £0.109m more than the 2016/17 outturn

- c) Overall there is a reduction of £8.024m in forecast income relating to service users in 2017/18 compared to 2016/17 outturn. This primarily relates to 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

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 £m
1.185	(0.289)	Commissioning Team	1.643	1.582	(0.061)
10.361	(0.795)	Service Level Agreements	10.624	10.373	(0.251)
2.184	(0.418)	Integrated Community Equipment Service	2.651	2.259	(0.392)
33.280	3.257	NorseCare	32.385	33.788	1.403
8.323	(1.172)	Housing related support	6.976	6.743	(0.232)
13.114	(0.244)	Independence Matters	12.857	12.857	0.000
1.153	(0.216)	Other Commissioning	1.482	1.482	0.000
69.600	0.123	Total Expenditure	68.618	69.085	0.467

2.8.2 Key points:

- a) NorseCare. As part of the management of the 2016/17 underlying overspend for the service, one-off funding of £2m has been used in 2017/18 to temporarily manage part of the variance between the previous budget and NorseCare contract costs. Despite reductions in the real terms contract costs, there remains a variation between the agreed budget and contract price for 2017/18, due to legacy costs of the contracts including staffing and property costs. Further reductions are expected during the year from some changes in staffing costs and property portfolio, as well as further savings through the transition from Ellacombe. In addition, work continues to improve value for money and support delivery of a financially sustainable contract.

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. **Appendix C** cross references the previous savings

descriptions to the revised programme of work, on which actions and progress will be monitored and reported.

2.9.3 In summary, the service is pursuing a range of savings balanced across demand management initiatives, implementing changed practice, commissioning and redesign of services and changes to charging. This reflects the strategic financial direction for the service.

Investing in prevention to reduce demand and increase independence. Initiatives include continuing to increase reablement capacity and referrals to help people regain their independence and remain in their homes; changing how people access social care and the type of information and support that they receive through the council's website, through the customer service centre and social care centre of expertise (SCCE) and through health partners including hospital discharge teams.

Supporting social work teams to enable focus on reducing, preventing and delaying the need for formal social care. A key focus for the service continues to remain on supporting teams to provide the best possible outcomes for services users through the quality of reviews and care assessment. Significant work has been undertaken to implement a strength based approach across all teams and to review teams' capacity. Strengthening of quality assurance around social work is also working to improve performance, support new ways of working and enable teams to share best practice.

Working with health partners to reduce system demand and improve outcomes. Integrated working has been a key element of the approach taken within Norfolk and the programme includes a particular focus on discharge pathways including reviewing the future use of planning beds to improve efficiency and improve outcomes for people leaving hospital but with temporary higher care needs. The service is also working with multi partners, including district councils, to redesign services as part of the Building Resilient Lives work.

Reshaping the care market to support stable care provision and availability of financially sustainable care across Norfolk. Work is continuing with provider groups to manage the challenges within the care market and in particular a review of the cost of care for providers supporting working age adults is being undertaken. Priorities within the savings programme for this financial year include implementing new frameworks for home support and recommissioning of services supporting people with mental health needs. In addition, the Promoting Independence younger adults workstream is focussed on commissioning and reshaping services that provide a greater level of independence, which will help social work teams to maximise opportunities for enablement and improve transition pathways for those people moving from children's to adults' services.

Strengthening the contract management of our commissioned contracts. Ensuring our commissioned contracts offer value for money, are used to capacity and produce quality outcomes for service users.

Improving advice and information. The service is recommissioning some advice and information services during the year, but also improving the information available through our websites and signposting to community groups, in order to maximise the use of existing groups and networks across the county.

Supporting and enabling people to travel independently. Offering travel training to support people to enhance their independence around transport and enable them to make use of necessary facilities or services in the local community including public transport.

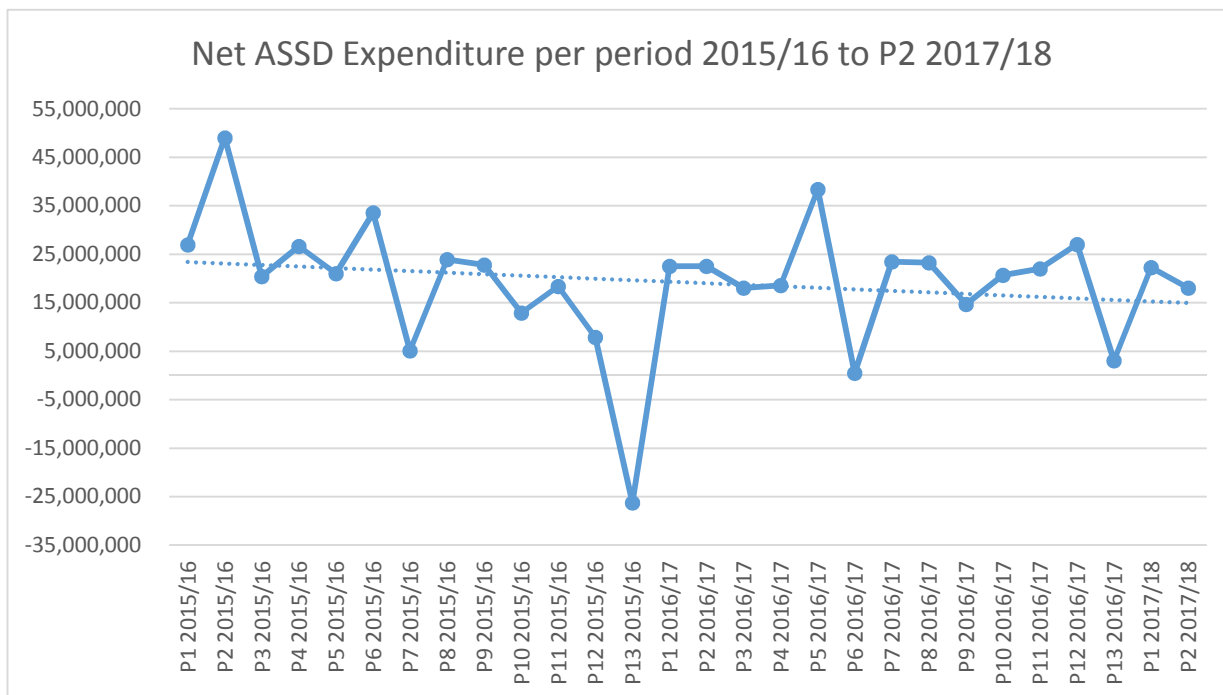
Increasing the use of technology to enable more people to live independently for longer. Work remains with the programme to improve and extend the use of community equipment, but there is further opportunity to increase digitalisation and the use of assistive technology. During the year options will be introduced for payment cards for people who currently receive a direct payment, which will provide an easier way to pay for services and reduce financial risks for vulnerable people.

Charging people appropriately for their care and providing welfare rights support.

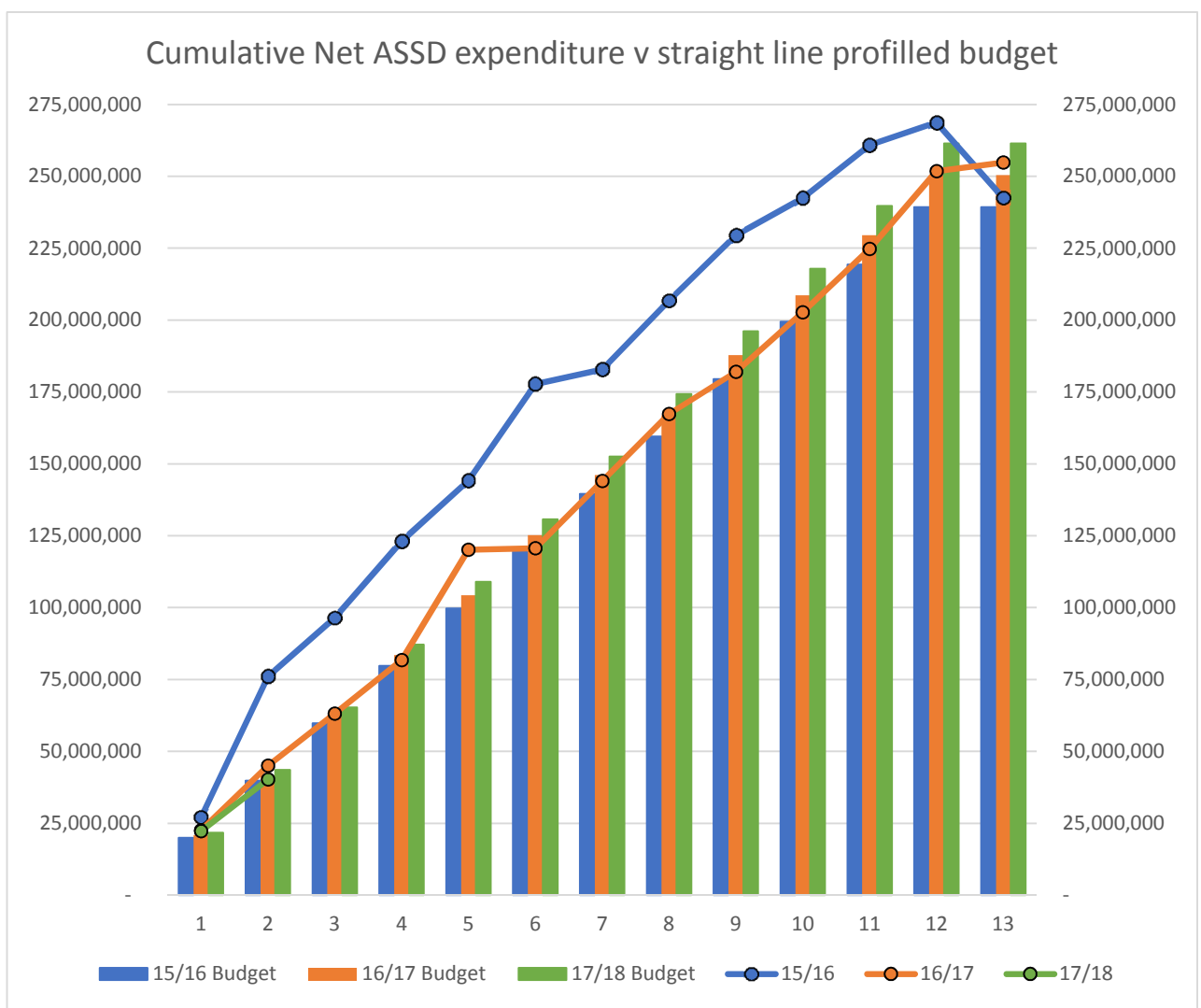
Following consultation, the charging policy was changed so that calculation of charges took into consideration an amount more closely reflected to actual disability related expenditure incurred by individuals. Work is also being extended to support people who may not be accessing all financial benefits available to them.

2.9.4 Whilst it is still early in the financial year, it is the current anticipation that the programme will deliver the required savings in full in meeting a balanced outturn.

2.9.4.1 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.



2.9.4.2 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. Teams are continuing to use and develop these plans to support ongoing improvement work. 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.

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.

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 include some committed expenditure, which was carried forward in 2016/17. In addition the planned corporate review of reserves has been undertaken, which has included £0.150m from Adult Social Care reserves. Therefore proposed use of the funding at Period 2 includes use of £0.361m funding for the social care replacement system, which was carried forward; planned use of funding for Learning and Development of £0.255m; market development £0.020m; use of the transformation funding to support the 2017/18 Promoting Independence programme £0.400m; and £0.150m from

money previously allocated but no longer required for zero based review £0.070m and unallocated funding for Care Act implementation £0.080m.

2.11.3 With agreement of the use of reserves for the above purposes the forecast reserve position at 31 March 2018 is £0.493m.

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**.

2.12 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. Details of the current capital programme are shown in **Appendix E**.

2.13 Debt Position (Receivable to the department)

2.13.1 As noted in 3.4 of the 19 June 2017 Committee paper "Adult Social Care Finance Outturn Report Year End 2016-17", the service department has a level of accounts receivable debt with Norfolk based NHS bodies. As at 31 May 2017, the balance owing was:

£'m	Age of debt					Total
	0-30	31-60	61-90	91-180	181+	
May 2017	1.616	0.236	2.952	0.913	3.301	9.017
March 2017	5.391	1.337	0.553	0.507	3.525	11.313
Change	-3.776	-1.101	2.399	0.406	-0.224	-2.297

2.13.2 Significant progress has been made during the period March 2017 to May 2017 to agree payment of the newer elements of the debt, a net reduction in monies owing of £2.3m. Some of the outstanding short term debt is in relation to the Better Care Fund, where both the Council and NHS await the national planning guidance. The department has been in contact with the NHS regarding the longer term debt, in particular those over 181 days, and expects a further update from NHS officers shortly.

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 2 for the 2017-18 Revenue Budget of £261.453m**
- b) **The planned use of reserves**
- c) **The forecast outturn position at Period 2 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)

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 2 (May 2017)

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

Summary	Budget	Forecast Outturn	Variance to Budget	
	£m	£m	£m	%
Services to users				
Purchase of Care				
Older People	110.926	109.262	(1.664)	(1.50%)
People with Physical Disabilities	23.148	23.238	0.090	0.39%
People with Learning Disabilities	96.391	97.439	1.048	1.09%
Mental Health, Drugs & Alcohol	13.545	13.105	(0.440)	(3.25%)
Total Purchase of Care	244.010	243.044	(0.966)	(0.396%)
Hired Transport	6.672	6.672	0.000	0.00%
Staffing and support costs	16.863	16.639	(0.225)	(1.33%)
Total Cost of Services to Users	267.545	266.355	(1.191)	(0.445%)
Service User Income	(80.633)	(82.484)	(1.851)	2.30%
Net Expenditure	186.912	183.871	(3.042)	(1.627%)
Commissioned Services				
Commissioning	1.643	1.582	(0.061)	(3.69%)
Service Level Agreements	10.624	10.373	(0.251)	(2.37%)
ICES	2.651	2.259	(0.392)	(14.78%)
NorseCare	32.385	33.788	1.403	4.33%
Housing Related Support	6.976	6.743	(0.232)	(3.33%)
Independence Matters	12.857	12.857	0.000	0.000%
Other	1.482	1.482	0.000	0.000%
Commissioning Total	68.618	69.085	0.467	0.68%
Early Help & Prevention				
Norfolk Reablement First Support	4.489	4.405	(0.084)	(1.88%)
Service Development	1.243	1.243	0.000	0.000%
Other	4.103	3.935	(0.169)	(4.11%)
Prevention Total	9.835	9.583	(0.253)	(2.57%)

Adult Social Care 2017-18 Budget Monitoring Forecast Outturn Period 2 Explanation of variances

1. Business Development, forecast underspend (£0.305m)

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

2. Commissioned Services forecast overspend £0.467m

The main variances are:

NorseCare, overspend of £1.403m. There is a shortfall between the budget available and cost of the service. This is from savings not being delivered in previous years, together with a pressure from the cost reduction target for 2017/18 that is not expected to be met. This is after an additional £2m was added to the budget for 2017/18 on a one-off basis.

Service Level Agreements, underspend of (£0.251m). The underspend is from a reduction in planned costs following retendering of agreements.

Integrated Community Equipment Store, underspend of (£0.392m). Working practices have changed, which has reduced the equipment backlog. This combines with a recycled equipment rebate to deliver an underspend.

Housing Support, underspend of (£0.232m). The underspend comes from forecast savings as contracts are decommissioned and renegotiated during 2017/18.

3. Services to Users, forecast underspend (£3.042m)

The main variances are:

Purchase of Care (PoC), underspend of (£0.966). 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 service currently expects to deliver all the savings allocated in the 2017/18 budget. The underspend comes from:

- An overall reduction in the contract commitments compared to 2016/17 (after inflation and growth are accounted for)
- Management of direct payments to control the costs and maximise reclaims

Pressures continue to exist with Learning Disabilities, where residential care costs are increasing, through additional need and complexity of cases.

Service User Income, over-recovery of (£1.851m). Income from service users has exceeded 2016/17 figures up to the end of May 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.

4. Early Help and Prevention, forecast underspend (£0.253m)

The main variances are:

Reablement, underspend of (£0.084m). The variance is from delays in planned recruitment.

Other Services, underspend of (£0.165m). The variance relates to vacancies within Care Arranging Service and the Emergency Duty Team.

5. Management, Finance and HR, forecast overspend (£3.132m)

The main variances are:

Management and Finance, overspend of £3.117m. The forecast is based on the available data, but analysis of trends is limited at the end of Period 2. 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 will be reviewed on a regular basis.

2017-20 Savings Programme

1. Realignment of the savings to the Promoting Independence Programme

- 1.1 The Adult Social Care Committee, at its meeting on 23 January 2017, agreed the proposal to recommend the draft Adult Social Care Committee Revenue Budget be put forward for consideration by Policy and Resources Committee on 6 February 2017, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 20 February 2017 including all of the savings for 2017-18 to 2019-20 as set out.
- 1.2 This budget included proposals for savings for the period 2017-2020 as follows:

Reference		2017-18	2018-19	2019-20
		£m	£m	£m
	SAVINGS			
	A - Cutting costs through efficiencies			
ASC010	Reduce Training & Development spend following implementation of Promoting Independence	-0.200		
ASC022	Review of commissioning structure and wider opportunities to realign staffing structures in localities	-0.155		
ASC026	Review of various commissioning arrangements to identify more cost effective ways of providing services	-1.159		
ASC027	Multiple small efficiencies within Service Level Agreements	-0.190		
ASC028	Maximise use of apprenticeships	-0.020		
ASC030	Rationalise mobile phones	-0.010		
ASC031	Additional savings proposals currently being developed	-1.141		
	B - Better value for money through procurement and contract management			
ASC020	Remodel contracts for support to mental health recovery	-0.125	-0.275	

Appendix C

ASC021	Recommissioning of information advice and advocacy services	0.000	-0.250	
ASC024	Home care commissioning - an improved framework for procuring home care services in Norfolk	-0.183	-0.549	
	C - Service Redesign: Early help and prevention, working locally			
ASC008	Promoting Independence - Housing with Care - develop non-residential community based care solutions		-0.500	-0.500
ASC009	Promoting Independence - Integrated Community Equipment Service - expand service so through increased availability and access to equipment care costs will be reduced	-0.250	-0.250	
ASC003	Service users to pay for transport out of personal budgets, reducing any subsidy paid by the Council	0.900	-0.900	-0.800
ASC016-019	Building resilient lives: reshaping our work with people of all ages requiring housing related support to keep them independent	-2.100	-3.400	
COM040	Delay to 14-15, 15-16 and 16-17 saving: Reduce the number of service users we provide transport for	2.100	-2.100	
COM033	Reducing funding within personal budgets to focus on eligible unmet needs	-0.500		
ASC006	Promoting Independence - Customer Pathway - where the focus will be on connecting people with ways to maintain their wellbeing and independence thereby reducing the numbers of service users receiving care in a residential setting	-4.445	-3.628	-7.538
ASC007	Promoting Independence - Reablement - net reduction - expand Reablement Service to deal with 100% of demand and develop service for working age adults	-1.500	-0.500	
ASC011	Move service mix to average of comparator family group or target - all specialisms		-1.444	-0.962
ASC013	Radical review of daycare services	-1.000	-2.500	

Appendix C

ASC015	Move service mix to lowest of comparator family group - all specialisms		-2.190	-0.200
ASC023	A consistent approach to specific laundry needs	-0.055		
	D - Raising Revenue; commercial activities			
ASC029	Align charging policy to more closely reflect actual disability related expenditure incurred by service users	-1.180	-0.230	
	NET RECURRING SAVINGS	-11.213	-18.716	-10.000

- 1.3 The savings proposals are still in line with those proposed by this committee, and subsequently agreed by County Council in February, but are to be delivered and monitored within the Promoting Independence Programme's workstream approach.

1.4 The overall 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

1.5 As the programme develops, and the savings monitoring becomes more detailed in nature, the workstream reporting can be expanded to include the specific projects intended to deliver the savings.

*The Entry Points workstream is intended to deliver savings but these savings will fall under the budgets relating to both Younger and Older Adults formal care services. To avoid a potential double counting of savings the reporting will therefore sit under the

Younger and Older Adults workstreams. Non-financial metrics will be used to ensure the Entry Points workstream is delivering its requirement in enabling savings within other parts of the customer pathway.

1.6 In order for the Committee to understand the build-up of the workstream, the following diagram articulates the change from the old format into the new:

Savings Programme	Workstream	Workstream Savings	Ref.	Saving	2017-18	2018-19	2019-20	
					£m	£m	£m	
Promoting Independence	Early Help and Prevention workstream	-5.800	=	ASC003	Service users to pay for transport out of personal budgets, reducing any subsidy paid by the Council		-0.900	-0.800
				COM040	Delay to 14-15, 15-16 and 16-17 saving: Reduce the number of service users we provide transport for		-2.100	
				ASC007	Promoting Independence - Reablement - net reduction - expand Reablement Service to deal with 100% of demand and develop service for working age adults	-1.500	-0.500	
	Older and Younger Adults workstreams	-23.104	=	COM033	Reducing funding within personal budgets to focus on eligible unmet needs	-0.500		
				ASC006	Promoting Independence - Customer Pathway - where the focus will be on connecting people with ways to maintain their wellbeing and independence thereby reducing the numbers of service users receiving care in a residential setting	-4.445	-3.628	-7.538
				ASC011	Move service mix to average of comparator family group or target - all specialisms		-1.444	-0.962
				ASC015	Move service mix to lowest of comparator family group - all specialisms		-2.190	-0.200
					Demand management requirements towards £4.197m		-2.197	
				ASC020	Remodel contracts for support to mental health recovery	-0.125	-0.275	

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	Commissioning workstream	-13.882	=	ASC021	Recommissioning of information advice and advocacy services	0.000	-0.250	
				ASC024	Home care commissioning - an improved framework for procuring home care services in Norfolk	-0.183	-0.549	
				ASC008	Promoting Independence - Housing with Care - develop non-residential community based care solutions		-0.500	-0.500
				ASC009	Promoting Independence - Integrated Community Equipment Service - expand service so through increased availability and access to equipment care costs will be reduced	-0.250	-0.250	
				ASC016-019	Building resilient lives: reshaping our work with people of all ages requiring housing related support to keep them independent	-2.100	-3.400	
				ASC013	Radical review of daycare services	-1.000	-2.500	
					Commissioning requirements towards £4.197m		-2.000	
Business as usual	Miscellaneous	-4.340	=	ASC010	Reduce Training & Development spend following implementation of Promoting Independence	-0.200		
				ASC022	Review of commissioning structure and wider opportunities to realign staffing structures in localities	-0.155		
				ASC026	Review of various commissioning arrangements to identify more cost effective ways of providing services	-1.159		
				ASC027	Multiple small efficiencies within Service Level Agreements	-0.190		
				ASC028	Maximise use of apprenticeships	-0.020		
				ASC030	Rationalise mobile phones	-0.010		
				ASC031	Additional savings proposals currently being developed	-1.141		
ASC023	A consistent approach to specific laundry needs	-0.055						

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				ASC029	Align charging policy to more closely reflect actual disability related expenditure incurred by service users	-1.180	-0.230	
						-14.213	-22.913	10.000

Adult Social Services Reserves and Provisions 2017/18

	Balance	Period 2	
		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.	0.200	-0.187	0.013
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.			
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	-0.758	0.438
Total Adult Social Care Reserves	2.074	-1.580	0.494
Total Reserves & Provisions	6.231	-1.580	4.651

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	4.198	4.198	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
Netherwood Green	0.650	0.650	0.000
TOTAL	19.647	19.647	2.021