

Adult social care budget and improvement plan

2021 - 2022

Are the budget savings within Adult Social Care achievable?

- Overall cash limit is £114.3m, which is a £15.1m increase
- Older adults cash limit is £25.2m, which is a £4.3m increase
- Younger adults cash limit is £49.4m, which is a £9.5m increase
- Overall growth is £28.9m, with £10.7m savings required

We have right sized the budget, allowing a measured savings programme to be delivered.

- Local Government Association recommended 5% package of care savings in 21/22.
- £5.4m – 7.7m savings on spend on packages of care (5 - 7.5% package spend)
- 7.5% savings is in the cash limit.

21/22 Adult social care savings

HWA Sav 06 Baseline Savings - Disabilities Operational Budget	-3,015,000	
HWA Sav 07 Stretch Savings - Disabilities Operational Budget	-1,367,000	
Subtotal - Disabilities Care		-4,382,000
HWA Sav 19 Savings on care provision - ASC Older People Baseline	-1,908,000	
HWA Sav 20 Stretch Savings - Older People	-691,000	
Subtotal - Older People Care		-2,599,000
HWA Sav 09 Baseline Savings - Mental Health Operational Budget	-459,000	
HWA Sav 10 Stretch Savings - Mental Health Operational Budget	-225,000	
Subtotal - Mental Health Care		-684,000
HWA Sav 08 Review of Contracts - OBC Commissioning, Working Age Adults	-600,000	
HWA Sav 22 Income from Care UK Beds released to self funders	-254,000	
HWA Sav 23 Immediate Measures Staffing Savings	-2,199,000	(delivered)
Subtotal - Other		-3,053,000
	Total Savings	<u>-10,718,000</u>

£1.3m (17%) package of care savings identified to date (05/05/21), of which 0.654m has been validated.

Demand management & transformation plans

Immediate	Next 2 years	Longer term
<ul style="list-style-type: none">• Monthly budget / activity monitoring• Daily challenge panel• Strengths based practice• Reviews progression team• Care Cubed• New head of 25-65 disability role• Contract review• Move people to direct payments• Placements programme	<ul style="list-style-type: none">• Review the core learning and development offer• Learning and disability core offer review• Reduce cost impact of hospital discharge• Transition spend reductions (18-25)• Commissioning programme for 25-65• Integration of health and social care• Provider services options appraisal• Digital by default	<ul style="list-style-type: none">• Implement review recommendations to Provider Service model• Review of all commissioning spend• Shift activity to voluntary sector

Adult Social Care Contracts

- Of the Council's 503 contracts, 47 are specific Adult Social Care Contracts (total annual value of £104.1m)
 - 5 lines for Placements - Res, Nursing & Extra Care = £71m (older adults & younger adults)
 - 2 lines of packages - Dom Care = £24.5m (older adults and younger adults)
- There are existing MTFS targets of £7.7m in year = 8% of annual spend
- £25.5m savings over the 3 year MTFS = c9%

Adult Social Care Contracts

The remaining 40 contracts for adult social care have a total value of £8.6m

- With an exiting MTFS target of £1m in 21/22 = 13% (850k identified)
- £2.4m over 3 years = 9.3%

Remaining contracts in HWA

- 23 Community fund (existing MTFS target)
- 23 Public Health (ring-fenced)
- 15 Gateway (e.g. hostels, blue badges, funerals)
- 16 – housing (e.g. cleaning, staying put, IT)

Corporate Contracting Performance Indicators

As part of new corporate performance framework, a number of performance indicators have been created to give corporate oversight of compliance:

- Number of procurement exemptions granted
- Contract Spend (per annum by Dept.)
- Contract Performance (Tier 1 >£1m pa) Quality, Finance, Risk
- Live Tenders (number per qtr)
- Contracts Ending in next 12 months (number by Dept.)
- Contract Compliance - Number of non-compliant waivers (per qtr by Dept.)
- Contract Compliance - Number of compliant waivers (per qtr by Dept.)
- Contract Compliance - Formal procurement challenges (number per annum by Dept.)

Does the leadership team have sufficient line of sight over the savings programme?

- Budget development sessions started in Autumn 2020
- Peer challenge from wider services and LGA
- Growth and savings proposals informed budget setting
- In year progress reported to:
 - ELT/ corporate programme steering group
 - Independent improvement panel
 - Health Wellbeing and Adult DLT
 - Change and Efficiencies Board
- Monthly tracking of savings and programme risk
- Ongoing support provided by the LGA

Is there sufficient political oversight over the savings programme?

- Cabinet Member briefed weekly
- Opposition party due to be briefed
- Scrutiny budget and savings updates Jan 21 and May 21
- Cabinet papers on budget development Nov 20
- Cabinet and Full Council budget approval in March 21
- ELT and Cabinet
- General Purpose and Audit Committee

Are the financial monitoring systems in place sufficient to allow effective tracking of the budget?

Daily spend control panel – meets daily, and receives all new and reviewed package of care requests. The panel consists of adult social care, finance and commissioning heads of service.

Monthly budget monitoring – all budget holders report monthly on spend and forecast, this is followed up by a Director and Head of Service and finance monthly meeting; this is then reviewed by the senior management team as a whole, to ensure timely and appropriate action/escalation can be planned and delivered to mitigate overspend. It is then promoted to the Department Leadership Team for Health Wellbeing and Adults, finally to the Executive Leadership Team. Additionally the Cabinet Member is briefed monthly.

Savings validations – all savings being realised through the Change and Efficiency Board, must be validated by the finance team, before it is ratified as delivered. Further all new proposed financial efficiencies, must also be validated by the head of finance in terms of their achievability, before projects can be progressed for corporate sign off.

Are the performance monitoring systems in place sufficient to allow any unforeseen impact, as a result of the savings programme, on vulnerable residents to be picked up and addressed at an early stage?

- Good conversations with residents, their families and carers
- Strengths based practice and localities model
- Daily challenge panel and safeguarding
- Strong performance management
- Risks and issues flagged through the corporate risk mechanism, and more urgently via CLT / ELT / Member briefing.
- BetterGov are now back in to complete reporting dashboards in the new case notes system, i.e. manager dashboards.
- Strategic dashboard being developed to track monthly demand flows across placements, domiciliary care packages, direct payments.
- Equality impact assessments (Provider Services, LIFE, LD Framework)