

Adults and Communities Department

Business Plan 2017/18

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Contents

Foreword by Richard Blunt County Councillor	3
Foreword by Jon Wilson, Director of Adults and Communities	3
Introduction and purpose	4
The Adult Social Care (ASC) Vision and Strategy for 2016 – 2020 and the Communities & Wellbeing Strategy 2016- 2020	4
The Services that the Adults and Communities Department Deliver	4
Workforce Composition	5
Funding	5
National and Local Policy	5
Local Government Elections	5
The Sustainability and Transformation Plan	5
Leicester, Leicestershire and Rutland Transforming Care Partnership	6
Adult Social care Workforce Strategy	6
What did we achieve in 2016/2017 and what will we achieve in 2017/2018?	7
Prevent need	7
Reduce need	8
Delay need	9
Meet need	10
Major partners and partnerships	11
Measuring success	12
Appendix A: Strategies, programmes and plans	13
Appendix B: Financial model and risks	18



Foreword by Richard Blunt County Councillor

I am honoured and privileged to be the new Cabinet Lead Member following the County Council Elections on the 4th May 2017 and retirement of Dave Houseman MBE. I would also like to introduce Doctor Kevin Feltham County Councillor who will be the new Cabinet Support Member.

The Business Plan for 2017/18 is ambitious and accurately reflects the challenges and priorities the Department must face to meet the highlighted objectives. I have no doubt that the contribution staff, partners and carers associated with the Department make is vitally important and valued as we all work together to improve outcomes for individuals, communities and the Council.

Dr Feltham and I look forward to being involved in taking the Department forward and working with you to deliver the high quality services to our residents across the County.

Richard Blunt

August 2017



Foreword by Jon Wilson, Director of Adults and Communities

I would like to take this opportunity to thank Mr Houseman for his purposeful commitment and dedication to Adult Social Care over the last five years as Lead Member and also welcome Counsellor Blunt and Doctor Feltham to their new roles.

Following the approval of the County Council's Medium Term Financial Strategy (MTFS) we are now well into the delivery of our objectives for 2017/18. You will see as you read the Adults and Communities Department Business Plan for 2017/18 that we are moving forward with priorities that focus our work on our main challenges and opportunities.

In the previous business plan we outlined our plans to prevent, reduce, delay and meet need and we have made significant progress with this in line with our key strategies Adult Social Care (ASC) Vision and Strategy for 2016 – 2020 and the Communities & Wellbeing Strategy 2016- 2020. Notable achievements include the commissioning of new contracts across community services including domiciliary care, supported living, and community life choices, together with, the successful transfer of libraries to the community, and repurposing our heritage offer. Over the course of the last 12 months we have moved forward at pace to deliver services in partnership to improve outcomes for local people. Whilst we have more to do to fully realise the potential of integrated public services, we can be proud of the progress we have made alongside our partners in health, housing and the wider community.

As we look to the delivery of this years business plan we are aware of the challenges we face, not least of which is our ability to continue to manage demand for services, deliver high quality provision and maintain our good performance in the context of fragile social care markets, workforce recruitment and retention issues and a continued need to achieve financial balance.

This plan sets out our priorities for the coming year to further progress our ambitions to prevent, reduce, delay and meet need.

Jon Wilson

August 2017

Introduction and purpose

Welcome to Leicestershire County Council's Adults and Communities Department Business Plan for 2017/18.

This is the second year of the Adult Social Care (ASC) Vision and Strategy for 2016 – 2020 and the Communities & Wellbeing Strategy 2016 - 2020 our four year strategies to prevent, reduce, delay and meet the needs of individuals and communities across Leicestershire. It is also a continued opportunity to empower those in need to achieve as much independence as possible and utilise informal support networks to achieve their individual outcomes.

This plan will identify the key challenges we face in the next 12 months, celebrate our achievements and set out our priorities to ensure continued improvement.

The Adult Social Care (ASC) Vision and Strategy for 2016 – 2020 and the Communities & Wellbeing Strategy 2016 – 2020

The strategies focus on preventing, reducing, delaying and meeting need to make the best use of peoples' available resources to keep them independent, safe and well. This model for social care and communities puts the person at the centre and ensures that the support they receive can deliver the right outcomes for them by being at the right level and at the right time. The preferred outcome is to maximise people's independence wherever possible. The Communities and Wellbeing Strategy aims to build independent and resilient communities across Leicestershire, through access to culture and learning.

The Services that the Adults and Communities Department Deliver

The Department continues to deliver services through two main functions, Communities and Wellbeing and Adult Social Care. Communities and Wellbeing provide cultural, economic and learning opportunities through the provision of library, heritage, creative services, adult learning and volunteer programmes.

The services of Adult Social Care provide advice and information, assessment and support for adults over 18 years of age who need social care. This also includes monitoring the impact and quality of services, safeguarding people from harm and abuse and enabling choice through an active provider market. Our universal provision focuses on providing accurate advice and information for individuals to make informed choices.



Workforce Composition

In January 2016 the workforce within the Adults & Communities department had a headcount of 1473, of which 56.1% of individuals worked on a part-basis. These staff are the subject of a workforce strategy that aims to assist in the implementation of the Adult Social Care Strategy 2016 - 2020, through the utilisation of the workforce across Leicestershire. This will involve ensuring the workforce has the appropriate skills, behaviours and competencies to work within roles which have been designed to be in aligned with the strategy's key objectives, together with ensuring there is sufficient capacity and interest within the local labour market to fill the roles that will be necessary to meet growing demand.

Funding

Reductions in funding from central government coupled with cost pressures for the Department have resulted in significant savings requirements. To support transformation in the department project delivery has moved to a more agile and responsive approach to ensure that the Council continues to identify and act on opportunities for continuous improvement and service efficiency.

National and Local Policy

The Care Act 2014 is now fully embedded and improvements continue to be made to ensure compliance as the Act is tested. A range of policy and strategy documents exist locally that influence the Business Plan for ASC. These include the Council's Strategic Plan 2014-2018, the ASC Vision and Strategy, the Communities and Wellbeing Strategy and the Department's Commissioning Intentions. These documents are summarised in appendix one.

The Sustainability and Transformation Plan

The Leicester, Leicestershire and Rutland (LLR) Sustainability and Transformation Plan (STP) aims to develop local health and social care services over the next five years. This will impact the work and organisation of the Department.

The STP for Leicester, Leicestershire and Rutland details how the challenges of an aging population, more long term illnesses, supplying consistently high quality care and access to services can be tackled in our region and includes the following priorities:

- **Strand 1: New models of care focused on prevention, moderating demand growth** – including place based integrated teams, a new model for primary care, effective and efficient planned care and an integrated urgent care offer.
- **Strand 2: Service configuration to ensure clinical and financial sustainability** – including (subject to consultation) consolidating care onto two acute hospital sites, consolidating maternity provision onto one site and moving from eight community hospitals with inpatient beds to six.
- **Strand 3: Redesign pathways to deliver improved outcomes for patients and deliver core access and quality** – including actions to improve long term conditions, improve wellbeing, increase prevention, self-care and harnessing community assets, as well as our work to improve cancer; mental health and learning disabilities.
- **Strand 4: Operational efficiencies** – to reduce variation and waste, provide more efficient interventions and support financial sustainability - the Carter recommendations; provider cost improvement plans, medicines optimisation and back office efficiencies.
- **Strand 5: Getting the enablers right** – to create the conditions of success including workforce; IM&T; estates; workforce, engagement and health and adult and children social care commissioning integration.

This programme will cost an estimated £350 million over the next five years, of which £250 million will need new external funding.

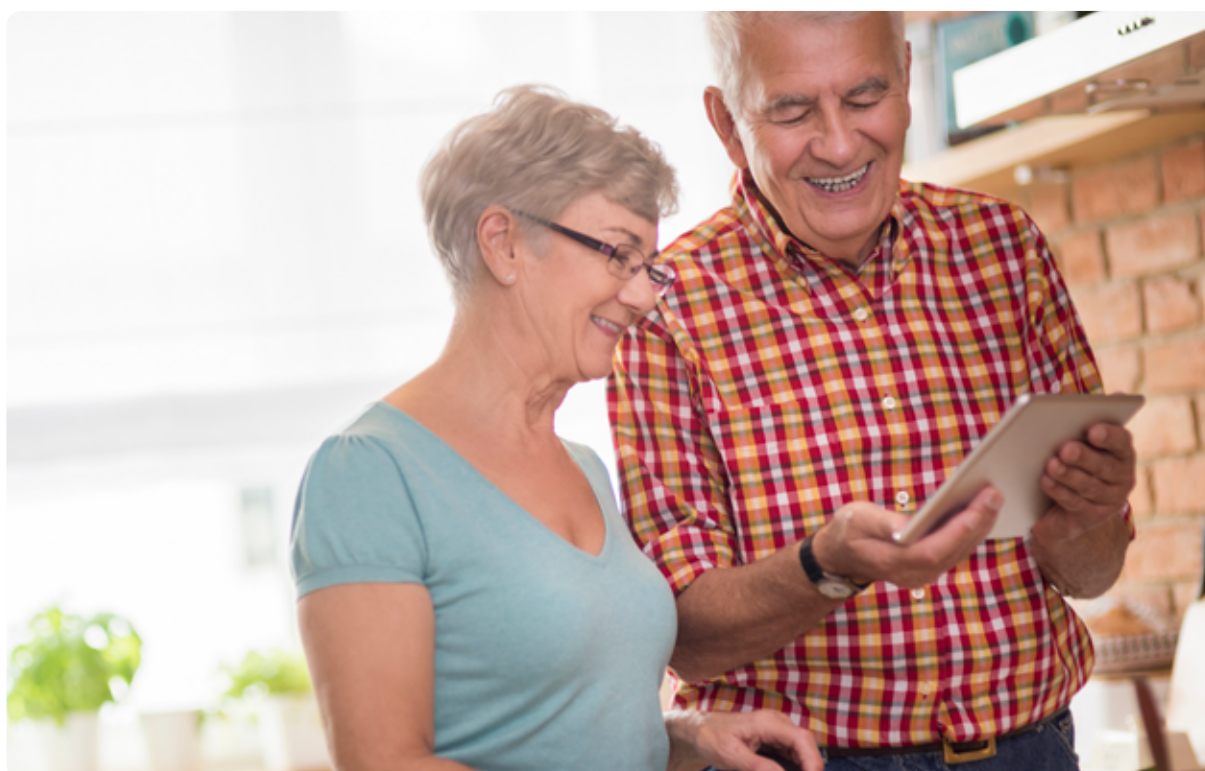
The plan has been developed with clinicians, patient representatives and all three local authorities. The plan sets out how services can be changed for the better to improve care and the patient experience, while addressing the problem of demand for services continually outpacing the resources available. Changes within the plan will be subject to further engagement and consultation.

Leicester, Leicestershire and Rutland Transforming Care Partnership

The Leicester, Leicestershire and Rutland Transforming Care Plan focus is on making sure there is the right support for people to be discharged from inpatient hospital care at the right time and also helping people who are at risk of being admitted. The Plan is an enabler for providing good support for carers, including through the redesign of the short breaks offer, the use of personal health budgets, and working with the local NHS, care providers, housing providers and the local workforce to develop services to meet current and future need. The Transforming Care programme targets all people – children and adults, with a learning disability and/or autism, including those who are not eligible for social care or continuing healthcare support.

Adult Social Care Workforce Strategy

During 2017/18 realising intentions as set out in the departments workforce strategy will begin through the implementation of a new departmental workforce structure. However, as we embed the new working arrangements within the Department our focus will move toward the external workforce challenges which need to be addressed in the private and independent sectors.



What did we achieve in 2016/17 and what will we achieve in 2017/18?

Significant progress has been made to meet the priorities of 2016/17 but further work is required as part of our four year journey. The priorities are listed below accompanied by the activities undertaken to meet them in 2016/17 and what we will do to meet them in 2017/18.

1. Prevent need

Priority 1: Support initiatives to progress community developments which promote or maintain people's independence

In 2016/2017 we met this priority by:

- embedding social value in the design and procurement of services such as Community Life Choices, Supported Living and Extra Care;
- completing the successful transfer of 30 libraries to local communities.

Activities to achieve this priority in 2017/2018 will include:

- completing the remaining community transfer of libraries.

Priority 2: Promote and facilitate access to universal services

In 2016/2017 we met this priority by:

- supporting the work of Local Area Co-ordinators;
- implementing four support categories to Community Life Choices which include Promoting Independence;
- beginning a pilot of self-service access to libraries at Syston;
- supporting 1.4 million¹ visits to libraries, museums and heritage sites;
- supporting 6,480² enrolments of new Adult Learning courses across Leicestershire.

Activities to achieve this priority in 2017/2018 will include:

- developing proactive communications for the general public focussing on recommendations in the Older Persons Accommodation strategy;
- launching the 'Reading Well' books on prescription list that targets preventing deterioration of long term conditions;
- continuing the implementation of the Communities and Wellbeing strategy and the Adult Learning Strategy;
- further implementation of self-service access to libraries;
- exploring the potential for a collections hub to combine archives, museums and learning resources in a single facility.

¹ Total visits between April 2016 and January 2017

² Enrolments for academic year September 2016 to July 2017

Priority 3: Further improve access to information and support people to plan ahead using good information and advice

In 2016/2017 we met this priority by:

- supporting the development of the Councils Digital Strategy;
- undertaking a marketing campaign to inform the wider public and relevant organisations about extra care housing and other types of specialist housing provision across different tenures;
- raising public awareness of what technology enabled care is, potential uses and benefits and where it can be obtained;
- developing our information offer which is available using the online Family Information Directory.

Activities to achieve this priority in 2017/2018 will include:

- strategically positioning libraries in guiding service users to online services;
- exploring the potential of the online 'Customer Portal' as a source of social care related information;
- further engagement with key stakeholders including customers to establish and implement a council wide approach to information and advice.

2. Reduce need

Priority 1: Support initiatives alongside our partners which focus on the early identification of people at risk

In 2016/2017 we met this priority by:

- supporting the expansion of Local Area Co-ordinators and First Contact Plus;
- mapping of services to support the social prescribing model being developed through the Unified Prevention board.

Activities to achieve this priority in 2017/2018 will include:

- further development and implementation of the social prescribing model;
- supporting the redesign of commissioned services across the council in line with the Early Help and Prevention strategy;
- predicting demand for the future usage of services by analysing Health and Social Care data;
- utilising patient management and tracking systems to identify older people who may most benefit from assistive technology, daily living equipment and adaptations to their accommodation.

Priority 2: Work with our partners to further develop and deliver services that reduce need such as peer support groups, telecare, targeted advice services

In 2016/2017 we met this priority by:

- working together to promote Early Help and Prevention services;
- publishing a joint Occupational Therapy and Assistive Technology strategy.

Activities to achieve this priority in 2017/2018 will include:

- working alongside partners to realign housing support services to the new Lightbulb offer, including the development of 'trusted assessors';

- reviewing our equipment and adaptations offer;
- supporting a new partnership approach to assistive technology.

Priority 3: Support carers to remain mentally, emotionally and physically well

In 2016/2017 we met this priority by:

- working with Healthwatch to identify changes needed to the carer pathway;
- working with partners through the Leicester, Leicestershire and Rutland Carers Delivery Group to raise awareness and support the early identification of carers in GP practices.

Activities to achieve this priority in 2017/2018 will include:

- development and publication of the new Leicester, Leicestershire and Rutland Carers Strategy;
- improve and expand carer awareness for professionals across the partnership;
- review our carers offer in line with the new strategy.

3. Delay need

Priority 1: Focus on problem solving before undertaking detailed assessment and eligibility processes (triage approach)

In 2016/2017 we met this priority by:

- implementing the community referred reablement element of the Help to Live at Home model and two week review process;
- piloting a Community Hub in Melton Mowbray with the aim of resolving social care issues for customers within local communities;
- developing a pilot residential reablement scheme to support people leaving hospital.

Activities to achieve this priority in 2017/2018 will include:

- implement mental health recovery and resilience services including a targeted advice offer;
- procuring an outcome focused wellbeing service for all Extra Care schemes and successfully deliver the new extra care scheme *Waterside Court* in late 2017.

Priority 2: Maximise opportunities to intervene early, and increase future resilience

In 2016/2017 we met this priority by:

- producing a new Older Person's Accommodation Strategy and Working Age Adults Accommodation Strategy;
- commencing a Leadership programme which aims to support families with disabled young adults to consider and prepare for the future.

Activities to achieve this priority in 2017/2018 will include:

- developing an Employment Strategy;
- supporting the development of a partner wide Whole Life Disability Strategy.

Priority 3: Work with health colleagues to delay need through integrated working

In 2016/2017 we met this priority by:

- increasing the number of people using telehealth and assistive technology to meet health and social care need (including equipment, minor adaptations, Telecare);
- implementing the Help to Live at Home model of home care support.

Activities to achieve this priority in 2017/2018 will include:

- maximising effectiveness of reablement by developing new Home First Models as part of the Sustainability Transformation Plan, including enhanced work with care homes and bed based reablement;
- development of an integrated discharge service to support people leaving hospital.

4. Meet need

Priority 1: Develop skills across the workforce to embed a progressive approach through ongoing review

In 2016/2017 we met this priority by:

- developing a workforce strategy;
- delivering a learning and development programme that supports the social care sector in raising standards and providing high quality services such as Help to Live at Home.

Activities to achieve this priority in 2017/2018 will include:

- reviewing complex care arrangements;
- implementing the new model for supported living, focussing on progression and maximising the use of assisted technology;
- revising and implementing an improved approach to assessment and support planning;
- a review of the mental health pathway;
- developing apprenticeships;
- developing of recruitment and retention approaches with external partners to increase workforce capacity;
- developing the Personal Assistants sector.

Priority 2: Maximise effectiveness and value for money across all functions, including regular audit and review of provision

In 2016/2017 we met this priority by:

- delivering cost effective models of community based support such as Community Life Choices;
- commissioning new framework arrangements for Supported Living services;
- increasing the use of Direct Payment Cards and phasing out the use of Provider Managed Accounts;
- undertaking a review of our Extra Care housing provision;
- commissioning training for staff through the Chartered Institute of Public Finance and Accountancy (CIPFA) to enhance the commissioning approach across the Department and the Council.

Activities to achieve this priority in 2017/2018 will include:

- reviewing direct payment arrangements including reconciling excess balances;
- co-designing personalised learning disability short break services with service users, family carers and partner organisations (including personal health budget options);
- working in partnership with Supported Living providers to maximise independence and increase access to supported living as an alternative to residential care;
- embedding co-production in service design and delivery through developing staff guidance and support.

Priority 3: Work jointly with partners to manage risk, and commission/deliver services where there are evidenced benefits

In 2016/2017 we met this priority by:

- testing and refining the approach to managing provider failure;
- increased engagement with the local social care market through provider forums and web based communication tools.

Activities to achieve this priority in 2017/2018 will include:

- re-structuring the department to support integrated locality working alongside Clinical Commissioning Groups;
- supporting continuous improvement through our strategic contract management approach.

Major partners and partnerships

The Department continues to have close working relationships with major partners in the local area and will build upon these relationships in 2017/2018. Our major partners and partnerships include:

- Health and Wellbeing Board
- Clinical Commissioning Groups
- District and Borough Councils
- Voluntary and community sector
- Leicester City Council
- Providers of care and support
- University Hospitals of Leicestershire
- Carers
- Our customers
- Healthwatch
- Rutland County Council
- Leicestershire Partnership Trust

Measuring success

The Department will measure success by:

- developing service plans in all areas which clearly align to this Business plan with quarterly monitoring of progress;
- monitoring outcomes against set criteria in contracts and for individuals;
- seeing a positive change in our performance monitoring criteria;
- meeting our financial targets for efficiency and staying within our budget envelope;
- analysing service user outcomes and satisfaction Levels;
- analysing performance outcomes;
- monitoring financial outcomes.

Leicestershire County Council's Equality Policy 2016 -2020

Leicestershire County Council is committed to promoting and advancing equality, diversity, community cohesion and human rights as part of everything we do. The Council seeks to eliminate discrimination, harassment and victimisation and advance equality of opportunity between people.

The county council aims to:

- ✓ develop and support a diverse workforce;
- ✓ develop, commission and deliver inclusive and responsive services;
- ✓ foster good relations with and within the community.

In support of these aims Leicestershire County Council is committed to:

- ✓ a truly diverse workforce, as well as a working environment that is free from discrimination and that positively embraces difference and the added value that comes from diversity;
- ✓ critical examination of the impacts which our policies and decision making may have on equality, diversity, community cohesion and human rights;
- ✓ setting of objectives and targets to support these policy commitments and to deliver continual improvement in our performance;
- ✓ collecting, analysing and publishing equality information (including from engagement, where relevant);
- ✓ engagement with staff, members, partners and communities on equalities.

Appendix A: Strategies, programmes and plans

Leicestershire County Council's Strategic Plan 2014-2018

The plan titled *Leading Leicestershire: Transforming Public Services* aims to take a radical new approach to cope with the scale of planned funding reductions in Leicestershire and ensure that every pound is focused to maximum effect to protect vulnerable people and deliver outcomes which will matter most to Leicestershire in the future.

To do this the County Council aims to lead Leicestershire by working with our communities and partners and focusing on a number of priority areas each with a set of supporting actions and plans. For example reducing and replacing some services even though they are popular, expecting more value and quality from suppliers exploiting new digital technologies and approaches and maximising the use of our property and other assets.

Promoting Independence, Supporting Communities: Our Vision and Strategy for Adult Social Care 2016-2020



The vision of the Strategy is to:

Make the best use of the available resources
to keep people in Leicestershire independent.



This model for social care works to principles which aim to put the person at the centre, and to ensure that the support they receive can deliver the right outcomes and manage any risks appropriately.



The right person:

people who need support are identified and prioritised



The right time:

to prevent things getting worse, increase resilience and maximise independence



The right place:

at home, in the community, or in a specialist setting – according to need and what is most cost-effective



The right support:

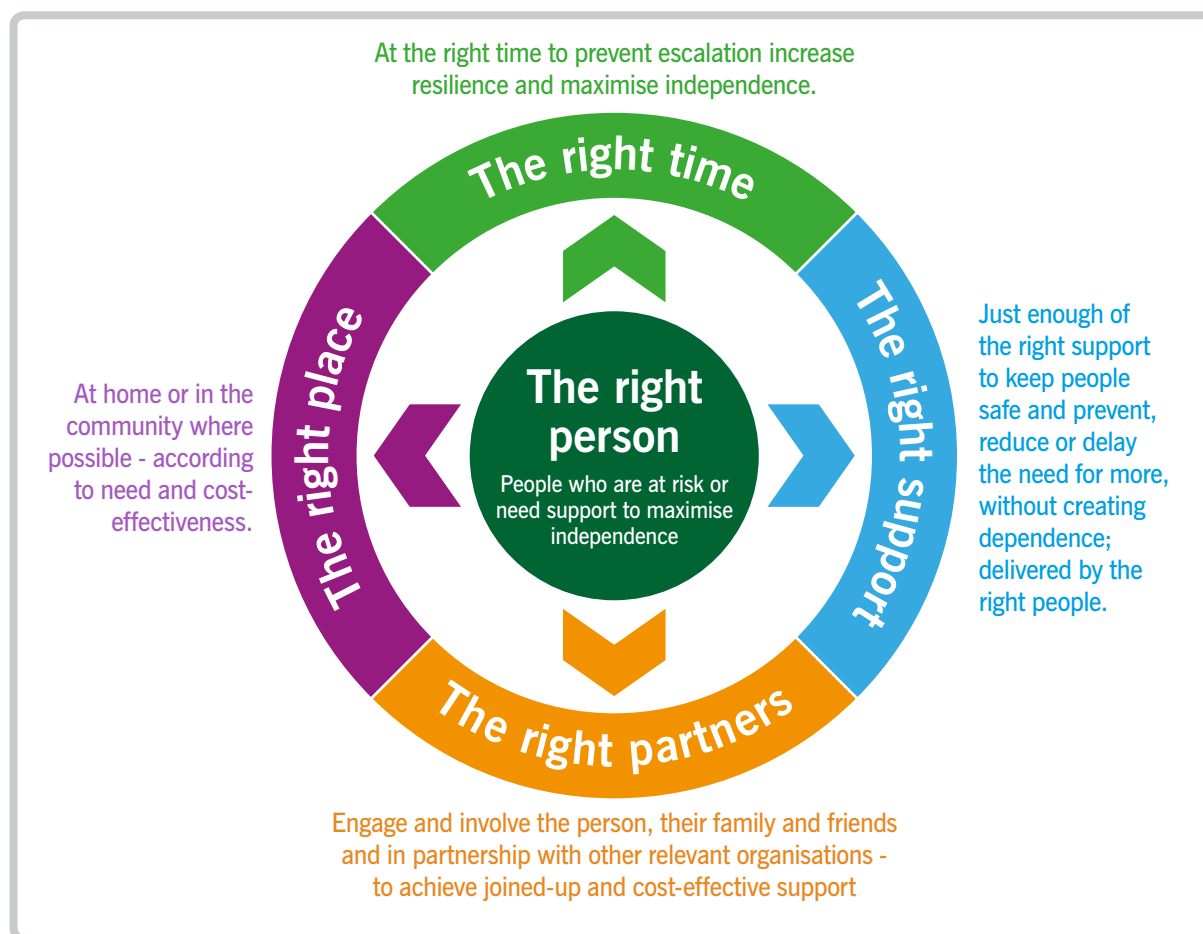
just enough to keep people safe and to prevent, reduce or delay the need for long term help, delivered by the right people with the right skills



The right partner:

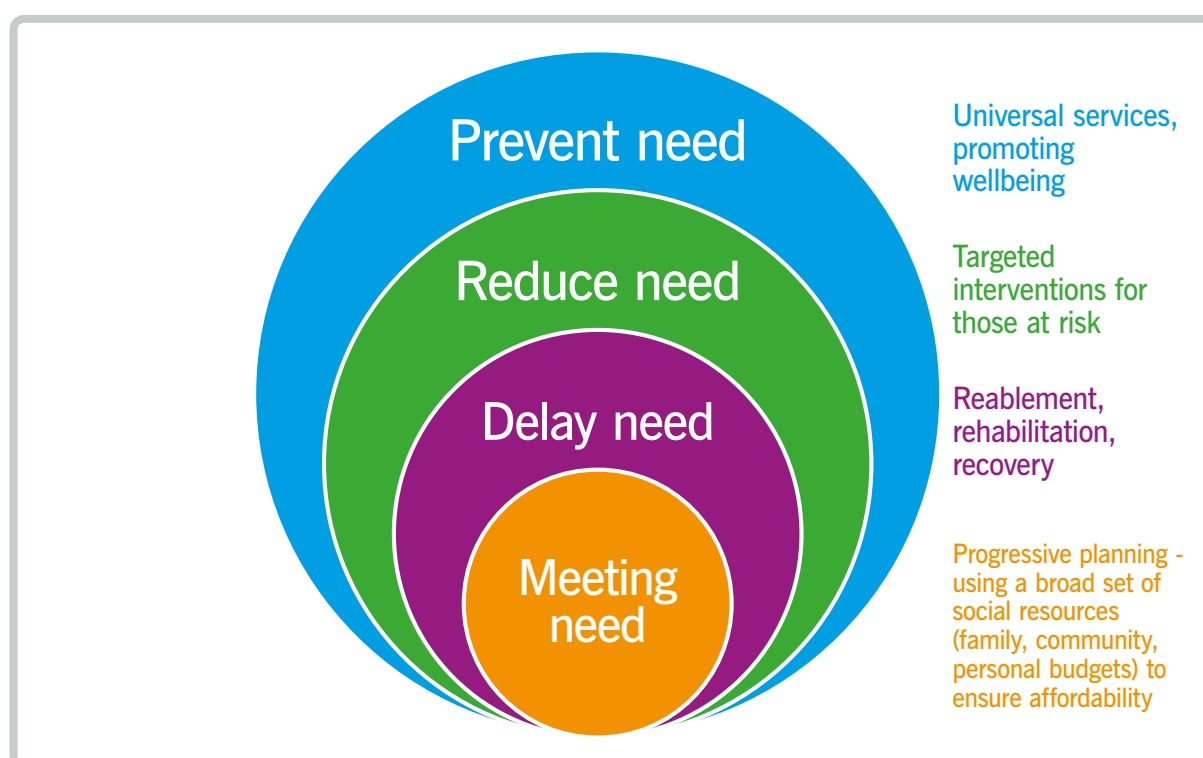
working more effectively with individuals, their friends and families and in partnership with other organisations – to achieve more joined-up and cost effective support

Our strategic approach



Our strategic approach

The Department has developed a 'layered' model, designed to ensure that people can get the right level and type of support, at the right time to help prevent, delay or reduce the need for ongoing support, and maximise people's independence.



Prevent need

We will work with our partners to prevent people developing need for social care support through provision of information and advice to support people to benefit from services, facilities or resources that are not focused on particular health or support needs, but which support wellbeing and are available for the whole population – for example, green spaces, libraries, adult learning services, places of worship, community centres, leisure centres, information and advice services. We will promote better health and wellbeing and work together with families and communities (including local voluntary and community groups).

Reduce need

We will identify those people most at risk of needing social care support in the future and intervene early wherever possible to maintain wellbeing and prevent further need for services (for example people with a new diagnosis of dementia; newly-bereaved; people at risk of isolation; low-level mental health problems; and services for carers). Targeted interventions for people most likely to develop a need, aim to prevent further needs and ensure that people do not become dependent on social support, and might include; information and advice, minor adaptations to housing which improve accessibility or provide greater assistance for those at risk of a fall, or telecare services.

Delay need

Focuses on support for people who have experienced a crisis or who have a defined illness or disability, for example, after a fall or a stroke, following an accident or onset of illness and on minimising the effect of disability or deterioration for people with ongoing health conditions, complex needs or caring responsibilities. It includes interventions such as reablement, rehabilitation, and recovery from mental health difficulties. We will work together with the individual, their families and communities, health and housing colleagues to ensure people experience the best outcomes through the most cost effective support.

Meeting need

The need for local authority funded social care support will be determined once personal and community resources and assets have been identified and fully explored. People with social care needs, assessed as being eligible for funding through the local authority, will be supported through provision of a personal budget. The personal budget may be taken as a Direct Payment or can be managed by the Council. Wherever possible the Council will work with people to provide a choice of provision which is suitable to meet people's outcomes, however in all cases the Council will ensure that the cost of services provides the best value for money. Whilst choice of provision is important in delivering the outcomes that people want, maintaining people's independence and achieving value for money is paramount.

Further information about the Draft Sustainability and Transformation Plan is located on the Better Care Together website - www.bettercareleicester.nhs.uk

Communities and Wellbeing Strategy

The mission of the Communities and Wellbeing Strategy 2016-2020 is 'to build independent and resilient communities across Leicestershire through access to culture and learning.'

The Strategy shares the same design principles as the Adult Social Care Strategy. The strategic approach is to develop and enable leisure, heritage, learning and creative services through a mix of supporting communities to design and create activity that is relevant to their local area and through access to clearly defined activity.

In addition, the Strategy will contribute to the Council's key strategies relating to children and families, adult social care, health, economic development, digital access, tourism and skills by working in partnership with other organisations and local communities.

Adult Social Care Commissioning Intentions 2016-2020

This document sets out the Department's commissioning intentions to achieve the vision, objectives and outcomes of the Adult Social Care Strategy 2016-2020. A detailed review of the way we work and the services we commission has been undertaken, and combined with the outcomes of consultation and engagement with stakeholders it has been concluded that we will focus on the areas of work outlined below.

All services:

We will outsource the provision of services where there is a clear business case to do so, i.e. it is more cost-effective than providing the service in-house (i.e. delivered by council staff).

Where the local market is not working effectively (as identified in the Market Position Statement) we will actively commission new and different services.

Prevent

- Supporting improved access to a broad range of information, advice and support that can promote wellbeing and independence.
- Actively work to ensure there is an aligned, coherent offer of information and advice.
- Ensuring all contracted suppliers provide quality, accessible information as part of their service delivery.
- Work with Public Health to ensure services are commissioned that actively encourage people to take responsibility to improve their own physical and mental wellbeing and to maintain a healthy lifestyle.
- Support people who may have care needs in the future for as long as possible through access to universal community based services, by ensuring that information about such services is shared and utilised by strategic and operational partners.

Reduce

- Alongside our partners, further developing a new model of early intervention and prevention support (this includes a range of services, for example preventative mental health services, peer support and advocacy).
- Ensuring that funding is targeted towards those at greatest risk of needing social care support.
- Developing monitoring and reporting systems to understand the impact and maximise the benefits of early identification and prevention services. Only those interventions that have significant cost benefits will be funded.
- Supporting carers to continue in their caring role by remaining mentally, emotionally and physically well. This will be achieved through ongoing identification within primary care settings, continued investment in cost effective carer support services, and the use of carers' personal budgets.

Delay

- Enable more people with learning disabilities to access mainstream support and services, and reduce the numbers of people receiving care that limits their independence.
- Develop effective employment pathways for working age adults.
- Maximising the use of equipment and technology which can deliver less intrusive and more cost-effective care.
- Bed based reablement will offer a time limited intervention designed to support people to regain independent living skills in settings with flexible levels of support.
- Support people to achieve maximum possible independence, by moving to service models (including home care provision) which are focused on reablement and recovery, to delay the need for higher levels of support.

Meeting need

- The need for publicly funded social care support will be determined only once personal and community resources and assets have been identified and fully explored.
- Personal budgets will be taken as cash direct payments wherever possible. We will increase the proportion of cash Personal Budgets, facilitated through the provision of pre-paid cards. All personal budgets will be funded to the level that is just enough to meet eligible needs.
- We will work with providers to embed progressive models of support, to promote increasing wellbeing, maximise independence and ensure that capacity is available to meet the demand from the growth in numbers of people needing support. In the shorter term this will be implemented through the procurement of Home Care, Supported Living and Community Life Choices – working with fewer providers to progressively achieve optimum levels of independence for service users and reduce the amount of support required.
- We will be flexible in our approach to providers to allow for innovation, but this will be in the context of a greater focus on managing providers' performance to ensure we are getting the most from all of our commissioning and contracting arrangements.
- To further develop alternatives to residential care, a new Accommodation Strategy will be developed in 2016 and we will promote recruitment of new shared lives carers, alongside our new Supported Living Framework.

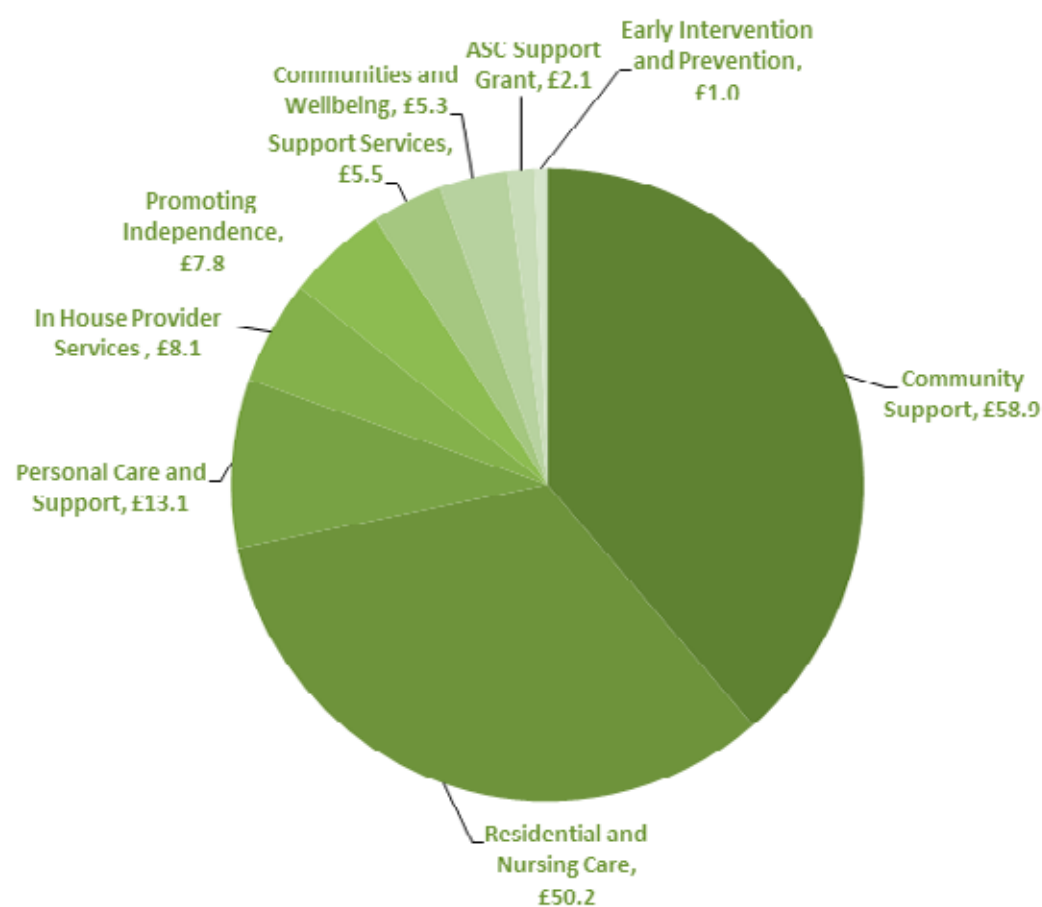


Appendix B: Financial model and risks

The following table and chart highlights the limited funds allocated to Adult Social Care provision for 2017/18.

Adults and Communities Budget 2017/18	£m
Community Support	58.9
Residential and Nursing Care	50.2
Personal Care and Support	13.1
In House Provider Services	8.1
Promoting Independence	7.8
Support Services	5.5
Communities and Wellbeing	5.3
ASC Support Grant	2.1
Early Intervention and Prevention	1.0
Health Income	-17.0
Net Budget	135.0

Adults and Communities Budget 2017/18



The Department contributes quarterly to the Corporate Risk Register to ensure a Council wide overview of risks and mitigations to service delivery. Identified risks are monitored regularly by the Departmental Senior Management Team and within projects.

