

**SERVICE COMMITTEE REVIEW OF DRAFT BUSINESS PLANNING PROPOSALS  
FOR 2016/17 TO 2020/21**

*To:* **Adults Committee**

*Meeting Date:* **12 January 2016**

*From:* **Adrian Loades, Executive Director for Children, Families  
and Adults Services  
Chris Malyon, Chief Finance Officer**

*Electoral division(s):* **All**

*Forward Plan ref:* **Not applicable**      *Key decision:*    **No**

*Purpose:* **This report provides the Committee with an overview of the  
draft Business Plan Proposals for Children, Families and  
Adults Services that are within the remit of the Adults  
Committee.**

**The report provides a summary of the latest available  
results from the budget consultation.**

*Recommendation:* **a) It is requested that the Committee note the overview and  
context provided for the 2016/17 to 2020/21 Business  
Plan proposals for the Service, updated since the last  
report to the Committee in December.  
b) It is requested the Committee records its view on  
utilising the Social Care Precept for consideration by the  
General Purposes Committee  
c) It is requested that the Committee comment on the draft  
revenue savings proposals that are within the remit of  
the Adults Committee, including the suggested  
reductions in savings listed in section 3.7, and endorse  
them to the General Purposes Committee as part of  
consideration for the Council's overall Business Plan.  
d) It is requested that the Committee notes the unchanged  
capital programme, for schemes within its remit, which it  
endorsed at the December meeting  
e) It is requested that the Committee note the ongoing  
stakeholder consultation and discussions with partners  
and service users regarding emerging business planning  
proposals.  
f) It is requested that the Committee endorse the proposed  
Key Performance Indicators as part of the Strategic  
Framework, alongside the 2016-21 Business Plan.**

<b><i>Officer contact:</i></b>	
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1.	<b>OVERVIEW</b>
1.1	The Council's Business Plan sets out how we will spend our money to achieve our vision and priorities for Cambridgeshire. Like all Councils across the country, we are facing a major challenge. Our funding is reducing at a time when our costs continue to rise significantly due to inflationary and demographic pressures. This means that despite the way in which we have been able to stimulate local economic growth, and the improving national economy, the financial forecast for the Council continues to present huge challenges.
1.2	The Council has now experienced a number of years of seeking to protect frontline services in response to reducing government funding. Looking back, we have saved £73m in the last two years and are on course to save a further £30m this year (2015/16). As a result, we have had to make tough decisions over service levels during this time. Over the coming five years those decisions become even more challenging. The choices are stark and unpalatable but very difficult decisions will need to be made as the Council has a statutory responsibility to set a balanced budget each year, as well as a duty to provide the best possible services for Cambridgeshire's communities. It is the Chief Finance Officer's statutory role to provide a statement on the robustness of the budget proposals when they are considered by Council in February.
1.3	This year the Council has agreed to move towards an outcome-led approach to business planning. This is defined and described through the draft Strategic Framework that was approved by the General Purposes Committee on 20 October this year ( <a href="http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/AgendaItem.aspx?agendaItemID=12221">http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/AgendaItem.aspx?agendaItemID=12221</a> ).
1.4	The Strategic Framework sets out the outcomes that the Council will work towards achieving, and the ways of working the Council will adopt, in the face of prolonged and extensive budget pressures. It is not a solution to austerity in itself, but instead it is the approach the Council has taken to best tackle the huge challenges it faces.
1.5	Within this new framework, the Council continues to undertake financial planning of its revenue budget over a five year timescale which creates links with its longer term financial modelling and planning for growth. This paper presents an overview of the proposals being put forward as part of the Council's draft revenue budget.
1.6	Funding projections have been updated based on the latest available information to provide a current picture of the total resource available to the Council. At this stage in the year, however, projections remain fluid and will be reviewed as more accurate data becomes available.
1.7	The main causes of uncertainty are the effects of the Comprehensive Spending Review (CSR) issued on 25 November. Several of the announcements impact on the funding available to, and responsibilities of, local government from 2016/17 onwards, although a consultation document on the grant settlement has been published. Until the detailed Local Government Finance Settlement is issued and can be analyzed we cannot be certain of the impact on the Council. These budget proposals are prepared on the basis of financial modelling that takes into account some announcements from the CSR, but that does not yet take into account the

	full settlement. It should be noted that an initial assessment of 2016/17 settlement consultation document suggests that the council is likely to lose an additional £5m of Revenue Support Grant in 2016/17.																																										
1.8	A full briefing on the finance settlement is expected to be issued in early January. Once the finance settlement is issued, a full review of our estimates of funding for the five year period will be undertaken, and budget proposals will be reviewed if necessary.																																										
1.9	The Council issues cash limits for the period covered by the Business Plan (rolling five years) in order to provide clear guidance on the level of resources that services are likely to have available to deliver services over that period. To maintain stability for services and committees as they build their budgets we will endeavour to minimise variation in cash limits during the remainder of the process unless there is a material change in the budget gap.																																										
1.10	The Committee is asked to endorse these proposals for consideration as part of the Council’s development of the Business Plan for the next five years.																																										
1.11	The Committee has previously received reports from the public consultation carried out as part of this year’s business planning process. An updated summary report is attached as Appendix C																																										
2.	<b>SUMMARY OF THE DRAFT REVENUE BUDGET</b>																																										
2.1	In order to balance the budget in light of the cost and reduced government funding, savings or additional income of £42.9m are required for 2016-17, and a total of £121m across the full five years of the Business Plan. The following table shows the total amount necessary for each of the next five years, split by service block:																																										
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2.2	In some cases services have planned to increase locally generated income instead of cutting expenditure. For the purpose of balancing the budget these two approaches have the same effect and are treated in the same way.																																										
2.3	A list of pressures was reported in October, but since then two further pressures have been factored into financial modelling. These further pressures have not required an increase in the total level of savings, as it is anticipated that corporate funding will be available. The pressures are:																																										
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2.4	Budget tables to date had assumed government funding to offset the National Living Wage pressure. The 2016/17 settlement consultation contained no funding for this new burden, however. It is likely that the flexibility for upper-tier councils to raise Council Tax by an additional 2% to support adult social care announced in the Autumn Statement is intended to give councils a means to fund this pressure.																																															
2.5	Delivering the level of savings required to balance the budget becomes increasingly difficult each year. Work is still underway to explore any alternative savings that could mitigate the impact of our reducing budgets on our front line services, and business plan proposals are still being developed to deliver the following:																																															
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2.6	The level of savings required is predicated on an expected 1.99% increase in council tax each year. This assumption was built into the Medium Term Financial Strategy (MTFS) which was agreed by Full Council. For each 1% more or less that council tax is changed, the level of savings required will change by approximately +/-£2.4m.																																															
2.7	Since the reports that were considered by the December service committees, additional funding headroom has been identified as a result of the change in the treatment of Public Health Grant (PHG) funding required by an announcement in the Comprehensive Spending Review. The PHG was ring-fenced for a further two years, which has resulted in an element of the overall savings allocation moving to PHG-funded services in order to ensure total PHG-funded expenditure matches the actual grant. This headroom will allow the removal of a limited number of savings that were originally planned, described in the paragraphs below.																																															
2.8	The following savings in ETE were recommended to be removed by Highways & Community Infrastructure and Economy & Environment Committees in December:																																															

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2.9	The following savings are also proposed to be removed or reduced subject to the views of the relevant committees:																																																		
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	CST	GPC/Health	Time-banking and contact centre public health activities	35	
	CFA	Adults/Health	Older people's day services £150k	150	
	ETE	EE/Health	Market town transport strategy – public health impact	40	
	<b>Total</b>			1,229	0
3.	<b>OVERVIEW OF OLDER PEOPLE, MENTAL HEALTH AND ADULT SOCIAL CARE SERVICE'S DRAFT REVENUE PROGRAMME</b>				
3.1	<p>As the Committee is aware, the Council is facing the combination of the growing and aging population in Cambridgeshire, increasing need amongst many vulnerable groups, the impact of inflation, costs of the National Living Wage, reduced central government funding and a range of specific service pressures. These factors mean that the Children, Families and Adults Services has to deliver savings of more than £73m over the next five years and £27m in 2016/17 in order to set a balanced budget whilst meeting statutory duties. These pressures and draft proposals are described more fully in the business planning papers considered by the Committee in November <a href="http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/Meeting.aspx?meetingID=1023">http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/Meeting.aspx?meetingID=1023</a> and in December <a href="http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/AgendaItem.aspx?agendaItemID=12434">http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/AgendaItem.aspx?agendaItemID=12434</a></p>				
3.2	<p>In the main, the proposals within the remit of the Adults Committee relate to reductions proposed for the care budgets for older people, people with mental health needs and people with learning and physical disabilities. They total over £12m in 2016/17 and almost £45m over the five years of the plan.</p>				
3.3	<p>Whilst we are clear that reductions on this scale will have an impact on the amount of support we can provide to vulnerable people, they do not represent straightforward service reductions. There are a number of transformation programmes planned across Children, Families and Adults Services which are expected to ensure delivery of these reductions whilst meeting statutory duties and minimising risk or impact to service users. Transforming Lives is the key development programme for adults and steps are in place to achieve implementation by April 2016. Our strategy for Children, Families and Adults services recognises that people do not generally want to be dependent on public services or be placed in an institutional care setting if this can possibly be avoided. Instead they want to live with and be supported by their family and friends at home, in the community, and remain connected to their communities and interests. If successful, this shared goal of promoting independence will achieve savings whilst also improving outcomes and the way in which people with disabilities, older people and people with mental health needs experience our services.</p>				
3.4	<p>The experience of the budget changes resulting from the business plan will be different for different service users. For most people, change will come about through a review of their existing care plan. We should acknowledge that many people will find any change to the care they rely on unsettling and concerning and</p>				

	changes will be viewed by some people as a reduction in support even if outcomes are the same or better. This will be especially true for those older people, people with disabilities and people with poor mental health who are very dependent on services and less able to cope with change. In other cases we hope and anticipate that people will feel positive about different approaches and will see a care plan which enables them to be more independent where possible and get help from friends, community organisations and family members as a significant improvement to a reliance on local authority or institutional care.
3.5	At the Committee meeting in December, it was noted that draft business planning proposals would be presented to the Committee at its meeting in January 2016. This was in order to give the Committee the opportunity to consider the outcome of work within the Children's, Families and Adults Service to investigate opportunities to mitigate some of the required savings, following the Chancellor of the Exchequer's Autumn Statement. An update on this work is provided below.
	<b>Priority areas for mitigating draft Business Planning proposals within Older People, Mental Health and Adult Social Care services</b>
3.6	The elements of the financial Table 3 (appendix B to this report) relating to the Children, Families and Adults services remain unchanged since the Committee discussed them in December 2015. Any decisions on using any newly available funds to mitigate the draft Business Planning proposals need to be agreed with the General Purposes Committee. However, this report highlights where officers would prioritise changes to the draft Business Plan to remove or reduce some of the proposals for 2016/17 that are within the remit of the Adults Committee, should funds be available.
3.7	Those proposals relevant to the Adults Committee are as follows.
	<ul style="list-style-type: none"> <li>• <i>To reverse the proposed reductions in voluntary sector contracts for people with adult mental health needs - £134k on 2016/17 (A/R.6.211).</i> This proposal was increased from the 2015/16 Business Plan and will result in a reduced voluntary sector offer for people who are vulnerable due to their mental health needs. The concern that it may lead to increased demand for statutory services has influenced our decision to propose the remove of the saving from the draft Business Plan for 2016/17.</li> <li>• <i>To reduce the proposed £250k saving in 2016/17 on Community Equipment by £100k (A/R.6.204).</i> We would continue to work with our Community Equipment provider to realise efficiencies through our existing contract and to limit the range of equipment on offer to ensure that we are in line with other Local Authorities. A reduction to the proposed saving will ensure that the provision of Community Equipment continues to support our transformation activity to reduce demand for our services by maximising people's independence from our statutory services.</li> </ul>
	<b>Public Health reductions and impact on Older People, Mental Health and Adult Social Care services</b>
3.8	The Committee are aware that further proposed reductions to the Public Health budget were considered by the Health Committee in December. In the tables, presented at this meeting, the following changes have therefore been made to services overseen by the Adults Committee that receive public health grant:

	<b>Service Area</b>	<b>2016/17</b>	<b>2017/18</b>
	A/R.6.519 Drug & Alcohol team vacancy management, communication and training budgets	-£51k	
	A/R.6.520 GP shared care contract efficiencies	-£10k	
	A/R.6.522 Reduction in contract value of drug misuse services contract	-£170k	-£100k
	A/R.6.215 Physical activity promotion – Older People's day centres	-£150k	
	A/R.6.113 Chronically excluded adults team efficiencies	-£25k	
	A/R.6.114 Housing related support	-£6k	
	<p>Given the timings involved, we are discussing with Public Health colleagues the impact of proposed reductions to services for Children, Families and Adults to ensure they are aligned with our strategic direction of travel. A verbal update on this will be provided at the Committee meeting in January.</p> <p>The proposed saving for Older People's Day Centres (A/R.6.215) is suggested for reversal as stated in section 2.9.</p>		
	<b>National Living Wage</b>		
3.9	As set out in section 2.3, the tables presented to Committee have been revised since December to confirm that the additional costs resulting from the national living wage will be met by corporate funding in 2016/17.		
3.10	It had been hoped that there would be some recognition of the additional costs arising from the living wage by government through a specific grant, in a similar way to other new burdens as they have arisen. At the time of writing however, following the Autumn Statement and provisional local government finance settlement, this looks unlikely to be forthcoming.		
3.11	We now expect that the only possible source of additional revenue funding related to Adult Services for 2016/17 will be the Social Care precept, which enables those Councils with social care functions to increase Council tax by an additional 2%. Statutory Chief Finance Officers of local authorities which take up the additional precept will be required to declare to the Secretary of State the impact of the additional Council tax on the budget, as well as what the Adult Social Care budget would have been without the increase.		
3.12	There are clear parallels between a potential Council tax funding stream which can increase incrementally each year during this Parliament, and the projected course of the Living Wage as it increases up to 2020. According to the Council's modelling, the additional costs of the living wage could be met over the planning period by fully utilising the Social Care precept, should it be locally agreed, however this leaves the other funding and demographic pressures facing the care system unaddressed.		
3.13	Council tax is also appealing as a funding stream due to its certainty and accumulative nature (i.e. it becomes part of base funding). Proposed changes to grant funding and the Better Care Fund, which take account of an increase in Council tax, and potentially disadvantage Cambridgeshire, are being analysed in response to the provisional settlement.		



3.14	Without further impact analysis from central government of the costs of the living wage on independent sector care providers, the Council has revised and subsequently reduced its costings for the National Living Wage which feed into the Business Plan. This has taken account of the nationally published analysis of the impact of the living wage on domiciliary care providers, published by the UK Homecare Association in November 2015, information about the local care workforce supplied by Skills for Care in December 2015 (using the national data collection), and insight from consultancies previously engaged by the Council and local partners to understand the cost base of care homes. The revised model reduces the anticipated additional costs from the living wage facing providers of domiciliary care, day care and for some specialist learning disability providers.				
3.15	<p>The revised estimated pressure from the living wage in 2016/17 divides as follows:</p> <table border="1"> <tr> <td>Community based services &amp; direct payments</td><td>£2.797m</td></tr> <tr> <td>Accommodation based services</td><td>£2.159m</td></tr> </table> <p>Previously, the total pressure had been calculated as £5.97m, meaning the re-calculation reduces the pressure by £1.014m.</p> <p>The Council will now turn to agreeing and implementing uplifts with independent sector care providers to recognise the cost of the living wage. This will be subject to commercial negotiation.</p>	Community based services & direct payments	£2.797m	Accommodation based services	£2.159m
Community based services & direct payments	£2.797m				
Accommodation based services	£2.159m				
	<b>Invest to save proposals</b>				
3.16	<p>Officers are also considering how revenue might be utilised or capacity expanded with regard to “invest to save” proposals. Our emerging thinking on areas where we could invest to save, are set out below.</p> <ul style="list-style-type: none"> <li>• Increasing early help capacity and diversionary capacity in Adults Services</li> <li>• Short term investment in dedicated staffing capacity to support the process of designing alternative care packages which meet needs differently</li> <li>• Investing in opportunities for exploiting assistive technology or home adaptations to reduce care needs</li> <li>• Investing in new models of home care in Adult Services</li> <li>• Expansion of reablement capacity</li> <li>• Community resilience - capacity building</li> <li>• Explore potential for social impact bonds in all areas</li> </ul>				
3.17	The Committee are asked to comment on the draft revenue savings proposals that are in the remit of the Committee, including the proposed priority areas for change. These are subject to further development, and Full Council in February 2016 is the point at which proposals become part of the Council’s Business Plan.				
4.0	<b>CAPITAL PROGRAMME UPDATE</b>				
4.1	The draft capital programme was reviewed individually by service committees in September and was subsequently reviewed in its entirety, along with the prioritisation of schemes, by General Purposes Committee in October. No changes were made as a result of these reviews, though work is ongoing to revise and update the programme in light of changes to overall funding or to individual				

	schemes.								
<b>5.</b>	<b>KEY PERFORMANCE INDICATORS FOR OLDER PEOPLE, MENTAL HEALTH AND ADULT SOCIAL CARE SERVICES</b>								
5.1	The Council uses a set of Key Performance Indicators (KPIs) to monitor progress against its key priorities. These KPIs form part of the Strategic Framework which outlines how the Council intends to deliver these priorities. To reflect the Operating Model being adopted in the Strategic Framework this year, directorates have worked together to propose a set of KPIs which are aligned to outcomes.								
5.2	For this Committee, the proposed KPIs in Appendix A will have two main purposes. Firstly they will form part of the full list that will be regularly presented to this Committee in Finance and Performance Reports. Secondly, they will be the KPIs that flow from this Committee into the set of indicators that accompany the Council-wide Strategic Framework which is monitored by General Purposes Committee.								
5.3	Some of the KPIs relate to more than one outcome and where this is the case, the indicator has been allocated a 'primary' outcome and one or more 'secondary' outcomes. Where KPIs for outcomes are also KPIs intended to monitor the "narrowing the gap" Council motion, this is indicated in the Appendix.								
<b>6.0</b>	<b>NEXT STEPS</b>								
	<table border="1"> <tr> <td>14 January</td><td>General Purposes Committee meets to consider the impacts of the Local Government Finance Settlement</td></tr> <tr> <td>2 February</td><td>General Purposes Committee meets to consider the full Business Plan and recommend it to Full Council</td></tr> <tr> <td>16 February</td><td>Draft Business Plan for 2016/17 discussed by Full Council.</td></tr> <tr> <td>March</td><td>Publication of final CCC Business Plan for 2016/17. Ongoing work to deliver savings proposals.</td></tr> </table>	14 January	General Purposes Committee meets to consider the impacts of the Local Government Finance Settlement	2 February	General Purposes Committee meets to consider the full Business Plan and recommend it to Full Council	16 February	Draft Business Plan for 2016/17 discussed by Full Council.	March	Publication of final CCC Business Plan for 2016/17. Ongoing work to deliver savings proposals.
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<b>7.0</b>	<b>ALIGNMENT WITH CORPORATE PRIORITIES</b>								
	<b>Developing the local economy for the benefit of all</b>								
7.1	The most significant impact on the local economy relates to the independent care sector. The sector is already under significant capacity and cost pressures and the pressure on County Council finances will create further risk of some parts of this economy becoming unviable, if we withdraw contracts or cannot offer contracts at a viable price. The existence and level of additional funding provided to support the living wage proposals will be crucial, if this is not fully funded then the additional cost burden on the sector will have a significant impact.								
	<b>Helping people live healthy and independent lives</b>								
7.2	The impact of these proposals is summarised in the community impact								

	assessments, attached as appendix D to the December Committee report. Supporting people's independence is a central principle of our strategy and business planning proposals and where this can be achieved through prevention, early help or recovery we will reduce the cost of public services and support people's desire to avoid or delay the need to rely on public services. However it is also recognised that the direct impact of providing reduced support for people will have a negative impact on their health and people's ability to lead full and active lives will be diminished.
	<b>Supporting and protecting vulnerable people</b>
7.3	The impact of the proposals on our ability to support and protect vulnerable people is set out in detail in the December Committee report and the accompanying Community Impact Assessments to that report.
8.	<b>SIGNIFICANT IMPLICATIONS</b>
	<b>Resource Implications</b>
8.1	The proposals set out the response to the financial context for the Council and the need to dramatically change our service offer and model to maintain a sustainable budget. The full detail of the financial proposals is described in Table 3 of the business plan, attached as appendix B.
8.2	The proposals seek to ensure that we make the most effective use of available resources across the health and social care system and are delivering the best possible services given the reduced funding.
8.3	This set of business planning proposals, more than ever before, is subject to significant financial risk. In particular the proposals for reduced spending on statutory care budgets represent ambitious targets for budgets which are 'demand-led' and therefore not fully controllable. We will always need to meet statutory needs and so we are reliant on our early help and preventative activity being successful in reducing demand. If this is not successful then further savings will have to be found elsewhere.
	<b>Statutory, Risk and Legal Implications</b>
8.4	The proposals set out in this report respond to the statutory duty on the Local Authority to deliver a balanced budget.
8.5	Children, Families and Adults Services will continue to meet the range of statutory duties for supporting older people, people with disabilities and people with mental health needs and other vulnerable groups, but as stated within the impact sections of this paper the level of help provided to people with statutory needs will reduce. The Community Impact Assessments for each relevant proposal provide further detail about the anticipated impact, including reduction in help provided within statutory frameworks. These were sent to the Committee in November and December – and are available to the public.
8.6	There is an unprecedented level of risk contained within the proposals. As we reduce the number of people who receive our specialist and intensive support, it follows that more risk will be held within communities and families, which will, in some cases, lead to people being less safe and poorer outcomes for

	vulnerable groups. Similarly, our workforce will need to operate within the context of this higher level of risk and will need different skills from now. We are likely to see an increase in the number of complaints to the Council and the Local Government Ombudsman, for example, as people seek to challenge the difficult decisions we will be making.
	<b>Equality and Diversity Implications</b>
8.7	The size of the financial challenge means that services will continue to seek to improve their effectiveness, but the level and range of services that can be provided is generally reducing. The Community Impact Assessments describe the impact of each proposal, in particular on vulnerable or minority groups.
	<b>Engagement and Consultation Implications</b>
8.8	Our Business Planning proposals are informed by our knowledge of what communities want and need. They are also be informed by the CCC public consultation on the Business Plan and will be discussed with a wide range of partners throughout the process (some of which has begun already). The CFA Strategy document is being discussed with all key partner organisations. Where business planning proposals are linked to specific policy changes these policy revisions are subject to separate consultation with the relevant service user groups and other stakeholders. The feedback from consultation will continue to inform the refinement of proposals. Where this leads to significant amendments to the recommendations a report would be provided to the Adults Committee.
	<b>Localism and Local Member Involvement</b>
8.9	The proposals set out in this report, particularly in the latter years, are predicated on empowering communities (both geographical and of interest) to do more for themselves, as we shift our focus from meeting the needs of individuals to supporting communities and families. The County Council's new Community Resilience Strategy, reviewed at the October meeting of the Adults Committee, sets out in detail how we will work to support local people and local leaders to play an even more active role in meeting the needs of services, in the context of the diminishing support from statutory services. The success of that strategy will be essential to the delivery of the business planning proposals set out above.
8.10	As the proposals develop, we will have detailed conversations with Members about the impact of the proposals on their localities. We are working with members on materials which will help them have conversations with Parish Councils, local residents and other groups about where they can make an impact and support us to mitigate the impact of budget reductions.
	<b>Public Health Implications</b>
8.11	A number of the proposals will have implications for the health of vulnerable adults and older people. We are working closely with Public Health colleagues as part of the operating model to ensure our emerging Business Planning proposals are aligned. In particular the work being led within Public Health around falls prevention will be important to our objective to reduce the need for care for older people and the public health focus on preventative mental health

	support will be part of the model to reduce the reliance on social care for people with mental health needs.
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### **SOURCE DOCUMENTS**

<b>Source Documents</b>	<b>Location</b>
The impact of these proposals is summarised in the community impact assessments	<a href="#"><u>Adults Committee on 1 December 2015</u></a>

## APPENDIX A

### **Proposed Key Performance Indicators (KPIs) for Older People, Mental Health and Adults Social Care services for 2016/17**

<b>Measure</b>	<b>Directorate</b>	<b>Primary Outcome (Strategic Framework)</b>	<b>Secondary Outcome (Strategic Framework)</b>
1C PART 1a - Proportion of eligible service users receiving self-directed support	Adult Social Care / Older People & Mental Health	People with disabilities live well independently	Older people live well independently
RBT-I - Total number of new users requiring no further service at end of re-ablement phase	Older People & Mental Health	Older people live well independently	
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Adult Social Care / Older People & Mental Health	Older people live well independently	
BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) - YTD	Older People & Mental Health	Older people live well independently	
Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+) - YTD	Older People & Mental Health	Older people live well independently	
Percentage of ASC/OPMH reviews completed within timescale	Adult Social Care / Older People & Mental Health	People with disabilities live well independently	Older people live well independently
<i>1F - Adults in contact with secondary mental health services in employment</i>	Older People & Mental Health	Developing our Economy	
<i>1E - Proportion of adults with learning disabilities in paid employment</i>	Adult Social Care	People with disabilities live well independently	Developing our economy