

Project information			
<b>Project Reference</b>	ASC604 (2016) / C07 and A09	<b>Department</b>	ASC&PH
<b>Project name</b>	Targeted Reviews	<b>Date</b>	16.12.18

**1. What were the project objectives and what issues have been encountered with the delivery of these?**

A central reviewing resource has been established in the Department since January 2011 and its areas of focus for review, and its configuration, have changed over time to adapt to ongoing business requirements and priorities.

At 11<sup>th</sup> September 2017 ASC&PH Committee Phase II of a Targeted Reviews savings project was approved, together with a new pathway approach to reviews, additional savings targets and extension of temporary posts to help support delivery. The new approach involves enabling more case working and frequent reviewing of individuals whose independence has the potential to increase with more focused support, and implementation of alternative, more proportionate review methods for those individuals whose care needs will remain constant or increase.

The Phase II additional project targets were amalgamated with the remaining savings targets to be achieved against delivery of the former Phase I Targeted Review project, and the combined target over the period 2018/19 to 2020/21 was originally profiled as follows:

- 2018/19: £3.010m
- 2019/20: £2.000m
- 2020/21: £1.000m

However, a change request was submitted to, and approved by, 12<sup>th</sup> March 2018 Improvement and Change Committee slipping £1.000m of savings from 2018/19 to 2020/21. The change was submitted in response to Newton's advice that the project's former savings profile did not reflect sufficiently the likely pace of reductions to packages of adults aged 18-64, where savings will take longer to release as a result of the complexity in these cases, and that the remaining reductions available from reviewing the packages of adults aged 65+ were expected to be lower and take longer to realise than suggested in the original profile.

At the time, while the project was on track to deliver its original savings profile, there had been a fall in the level of saving per review, and it was felt that to stay on track would have required proportionately more reviews to be undertaken.

Since then, based on analysis of the project's trends over the period April 2017 to August 2018, the average weekly savings from reviews continues to decrease (and the % of packages that are reduced at review is decreasing), however the number of reviews being undertaken is increasing.

As a result, the project is currently reporting an over-achievement against the 2018/19 target (£2.010m) of £1.552m. In addition, there is already £0.477m savings achieved from activity undertaken this year that will contribute towards the project's savings target for 2019/20 of £2.000m.

Therefore, this change request is presented proposing that all £2.000m of the project's savings target for 2020/21 is brought forward into 2019/20. The effect of this change can be seen in Section 3 below.

This change will also accord with an anticipated continued lowering of the average saving per review over the longer-term, plus a lowering of the number of packages requiring review, as a result of increased front door activity such as reablement and adoption of the 3 Tier Model.

**2. What efforts have been made to mitigate those issues and what has been the outcome?**

The volume and level of savings will continue to be tracked and monitored closely. Should the evidenced delivery not match the agreed profile, once again approval will be sought to further amend the savings profile.

**3. What change is being requested (describe the proposed alternative way of delivering the savings) and what is the impact on the cashable benefits (profile and total)?**

To re-profile savings to accelerate £2.000m of the current savings target in 2020/21 to 2019/20. The overall total savings delivered will remain the same.

Year	Expected	Revised	Change
2017/18			0
2018/19	2,010	2,010	0
2019/20	2,000	4,000	2,000
2020/21	2,000	0	-2,000
<b>Total</b>	<b>6,010</b>	<b>6,010</b>	<b>0</b>

**4. Describe any wider impacts on other programmes projects as a result of the proposed change?**

As referenced above, in most cases it is more likely that other savings projects will diminish the anticipated savings from reviews, rather than the other way around. However, there are a number of projects that have the potential to overlap with the same target cohort of the Targeted Reviews project, such as: *Promoting Independence in Supported Living and Outreach Services* and *Further Expansion of Assistive Technology*. To date, this is being successfully mitigated by clarity and agreement between respective project leads on which cohorts will be reviewed by which projects, and differentiation of savings attributable to each.

## 5. What lessons can be learned from this change

Lesson Description	Learning Point
The actual delivery of savings does not always accord with anticipated profiling of savings.	That it is taking longer for the impact of increased front door activity to be seen on reviewing activity.

## 6. Recommendation

Improvement and Change Sub Committee is asked to agree the change request as set out.

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**Department – Adult Social Care and Public Health**

## 7. Comments on the impact of the change request on the in-year budget and the MTFS (to be completed by Finance)

£2.000m of savings will be accelerated in the Council's Medium Term Financial Strategy from 2020/21 to 2019/20. The overall total savings delivered by this project will remain the same.

## 8. Comments on the impact of the change on the wider Transformation Portfolio etc (to be completed by PMO)

The interdependencies between the Targeted Reviews Projects and other projects within the Adult Social Care and Health Improving Lives Portfolio are being monitored through monthly highlight reporting.

Improvement and Change Sub Committee - Decision Record (INSERT DATE)	
Approval / Rejection Options	Conditions / Commentary
Change Request Approved	
Change Request Rejected	
Change Request Deferred	

To be submitted to [PMO@nottsccl.gov.uk](mailto:PMO@nottsccl.gov.uk). The submitter will receive an acknowledgement of receipt and liaison will take place about scheduling on the CLT agenda.

Change Request to be presented at CLT by Sponsor or designated representative.