

### Project exceptions for 2017/18 – reasons and mitigating action

Project	Reason for Exception	Mitigating Action
Living at Home (Phase II)	<p>Under delivery of £0.052m on 2016/17 target.</p> <p>There has also been slower than projected progress with partners regarding the development of some of the new Extra Care schemes, some of which are linked to the closure of the Care and Support Centres</p>	<p>The £0.052m shortfall will be made up by Full Year Effect in 2018/19, with a total of £0.114m savings projected to be delivered with no savings target currently allocated.</p>
Reduction in long-term care placements	<p>Although the project exceeded its 2016/17 savings target by £0.102m, there is still a short-fall against target savings over 2014/15 to 2016/17 of £0.095m. In addition, there is a risk of under delivery of up to £0.100m of the 2017/18 savings target. However, it is anticipated that this, together with savings at risk of under delivery over 2014/15 to 2018/19 will be made up in 2019/20.</p> <p>A lack of supply of suitable housing in Nottinghamshire has meant that less people have been able to move out of residential care and into supported living than planned.</p> <p>The government's decision to remove the top up element of housing benefit that essentially funds supported housing from the housing benefit system and place it under local authority control (now from 2019), has meant that investment in supported housing is now riskier for housing associations and their investors. As a consequence, only two new supported living developments were completed in 2016/17.</p>	<p>The Council is playing an active part in the national consultation on funding arrangements from 2019.</p> <p>Local mechanisms for assuring providers were approved by Policy Committee in October 2016, including possible rent underwriting in order to help offset provider risks.</p> <p>The Council has continued to develop a list of approved housing providers and there has been a focus on filling existing vacancies in supported living settings.</p> <p>Soft market testing is being undertaken with providers and in some circumstances competitive dialogue may be the preferred tender option to enable the best use of current housing supply / options until the housing market regains confidence.</p>

Project	Reason for Exception	Mitigating Action
Reducing the Costs of residential Placements - Younger Adults	<p>It is currently anticipated that £0.502m of the £0.742m under delivery over 2015/16 and 2016/17 will be made up in 2017/18. However, a further £0.236m may be at risk of under delivery in 2018/19, meaning a total of up to £0.476m may be at risk on non-delivery by the end of the project's lifetime in March 2019.</p> <p>Progress with negotiating and agreeing changes to care packages with providers' remains slower than originally anticipated as this is the first detailed work of its kind with the residential market, requiring time to implement change management. For example, some providers are having to adjust their business cases, re-train staff and consult with them over restructuring and rota changes. In some cases new models of care need to be slowly introduced.</p> <p>In addition, negotiations have to take account wider cost pressures and manage requests for increases as part of the reviews, particularly for placements where fee increases were not approved in 2016/17 or from April 2017, other than where providers can evidence current prices are below market value.</p> <p>The government's decision to remove the top up element of housing benefit that essentially funds supported housing from the housing benefit system and place it under local authority control from 2019 is also having a knock on effect on this project.</p> <p>A number of project staff have left during 2016/17 to seek permanent positions, and it has proved difficult to quickly re-fill these vacancies.</p>	<p>External recruitment of replacement staff being undertaken, and use of the supply register. Staff are being used across both this project and the <i>Promoting Independence in Supported Living and Outreach</i> project, in order to deploy it effectively.</p> <p>The Dynamic Purchasing System is being used to manage future fees and promote independence. This complements the ongoing use of the Care Funding Calculator for new placements.</p> <p>Providers are being asked to risk assess recommendations presented to them, when required. Support and training is being given to relevant providers on how to promote the independence of service users and build on people's strengths.</p> <p>Where viable, the use of Assistive Technology is being considered, and joint reviews with Health colleagues has been agreed, on placements receiving Continuing Healthcare funding.</p> <p>The review work is providing the opportunity to talk to providers about the direction of travel and services required in the future. This should mean that, over time, the market can respond to the need for high quality services that aim to move people on, promoting independence and offering good value for money.</p> <p>During phases III and IV of the project some reviews undertaken during Phases I and II are being re-visited.</p>

Project	Reason for Exception	Mitigating Action
Care and Support Centres (CSC)	There is the potential for delayed delivery of savings due to the linkage between the closure of care and support centres and the delivery of Extra Care schemes. The impact of this requires further assessment, and timescales may need to be adjusted accordingly in the future.	The impact of this, and the timing of establishing alternative services, e.g. short term beds, is being assessed.
Promoting Independent Travel	<p>Of the £0.191m savings target of 2016/17, only £0.024m was achieved, and all of the £0.389m savings profiled for 2017/18 are at risk of non-delivery.</p> <p>The revised transport criteria that supports delivery of the target savings was launched in July 2016. Since then, 765 service users have had a transport eligibility assessment undertaken. Of these, 80% have gone on to be provided with transport assistance, with only 20% travelling independently.</p> <p>Although some savings have been realised by a small reduction in the number of people being supported to travel by taxi, not enough people travelling on fleet transport services have been supported to travel independently in order to facilitate a re-routing or removal of any of the fleet vehicles.</p>	<p>An options report was taken to the Corporate Leadership Team for consideration in May 2017 proposing a range of initiatives to support the department to achieve a balanced transport budget. Subsequently, a change request is being considered, seeking approval to write off the project's remaining savings target.</p> <p>In addition, alternative mitigating initiatives are to be explored that would help to reduce ongoing transport spend (or to at least manage demand within revised budgets).</p> <p>In the meantime, case studies of successful cases have been developed and promoted to relevant staff, and a web-page has been developed promoting the Independent Travel Training offer in ASCH.</p>

Project	Reason for Exception	Mitigating Action
ASCH Strategy Phase II	<p>This new project is reporting an '<i>Experiencing Obstacles</i>' status due to the following reasons, though no savings have yet been quantified at risk of slippage or non-delivery:</p> <ul style="list-style-type: none"> <li>• It has proved difficult to recruit the required numbers of new Promoting Independence Workers (PIWs).</li> <li>• The number of referrals to the new Community Independence Workers from the Older Adults teams is lower than required to achieve associated savings targets this year.</li> <li>• There have been a low level of progression reviews undertaken by CLDTs to date.</li> </ul>	<p>Recruitment of the remaining PIWs continues. The external advert is to be reviewed.</p> <p>An Implementation Group is to be established for three months, including operational younger adults and older adults group and team managers, to identify ways to drive up the number of referrals and to test the approach with different teams.</p> <p>A joint session is being scheduled involving promoting independence staff and community learning disability staff to promote good working relationships between teams and to begin to embed the use of periods of promoting independence for all younger adults with social care needs.</p> <p>CLDT Team Managers have been asked to prioritise progression reviews.</p>
Reduction in Transport Budget	<p>This project aims to reduce the amount spent on adult social care transport by £0.150m over three years (2016/17 to 2018/19) by reducing the number of fleet vehicles, using some vehicles for public transport routes, joining up transport with health services, where appropriate, and renegotiating external transport contracts. Current projections suggest that all of this is at risk of non-delivery, as an overspend is currently projected on the Adult Social Care transport budget. The budget is made up of various elements, some of which have historical overspends.</p>	<p>As with the Promoting Independent Travel project, a change request is being considered, seeking approval to write off the project's savings target.</p> <p>In addition, alternative mitigating initiatives are to be explored that would help to reduce ongoing transport spend (or to at least manage demand within revised budgets).</p>

Project	Reason for Exception	Mitigating Action
Shared Lives	The project is reporting an ' <i>Experiencing Obstacles</i> ' status, though no savings have been quantified at risk of slippage or non-delivery. The status is due to delays to the recruitment of the full complement of additional staff required to support project delivery, compounded by long term-sickness and the loss of a Team Manager during 2016/17.	<p>Any shortfall against the £0.060m target savings for 2016/17 was made up by a temporary underspend. Longer-term, there is confidence that the £0.180m savings target can be achieved over the three year period 2016/17 to 2018/19.</p> <p>A new Team Manager commenced post in mid-April 2017 and is considering alternative mechanisms for income generation.</p>
Charge for Money Management Service	'At Risk' status applied to the project's status until ratification is in place from Members for an increase of £6 to the weekly charge for money management services for the appointeeship and deputyship functions which are provided to service users who are unable to manage their own finances.	This is the subject of a separate report going to 10 July ASCH Committee – see background papers.
Brokerage for Self-Funders - full cost recovery	'At Risk' status applied to the project's status until ratification is in place from Members to implement a new charge for brokerage services for self-funders at a cost of £10.26 each four-week period, as previously approved at Adult Social Care and Health Committee on 12 December 2016 (see background papers), to be applied from 1 October 2017.	This is the subject of a separate report going to 10 July ASCH Committee – see background papers.
Integrated Community Equipment Loan Scheme (ICELS)	'Experiencing Obstacles' status applied to the project's status since April 2017 as achievement of the savings requires a change in the split of funding between partners or an overall reduction in spend.	<p>All partners currently seeking to achieve maximum efficiency out of the ICELS contract.</p> <p>Work ongoing internally around minor adaptations, which previously contributed to the savings for the Council, and additional work is being undertaken in regard to non-catalogue items (i.e. specialist equipment).</p> <p>An additional OT has been recruited to support embedding cultural change amongst prescribing staff across all ICEL partners.</p>