

Appendix 2 a: Project exceptions where the amount of savings at risk can be quantified – reasons and mitigating action

Project	Reason for Exception	Mitigating Action
Reduction in long-term care placements	<p>Anticipated slippage of £0.197m savings from 2015/16 to 2016/17. By the end of the current three year programme, the project will be £0.170m short of its target and this will slip into the first year of the extended project (2017/18).</p> <p>Meeting the requirements of the Department of Health's Winterbourne View report has absorbed project staff resource and suitable supported living tenancies. It has also taken time to develop an effective list of approved housing providers. Whilst capital funding is approved to develop new larger schemes, these take time to develop and there have been some delays.</p> <p>Compounding this, all new supported living developments have been stalled due to provider concerns regarding the proposed plan to cap all rents to local housing allowance levels and introduce discretionary payments for higher rent schemes. In addition, a number of proposed schemes that would have supported people to move out of residential care have been cancelled.</p> <p>If implemented, this would undermine the whole supported housing sector and compromise the project's ability to deliver its full savings target. This would also impact on Extra Care developments and the Reducing the Costs of residential Placements - Younger Adults project.</p> <p>If this issue is not resolved, the project's £0.170m slippage and all of the extended project's £0.700m savings would be at risk.</p>	<p>Following local and national lobbying, introduction of the cap has been delayed by one year whilst Central Government considers the issue.</p> <p>If the decision is reversed, the extensive work can continue with housing providers to develop new clusters of flats. In the meantime:</p> <ul style="list-style-type: none"> • Extensive work is being undertaken to fill existing vacancies. • Discussions with housing providers on schemes already in development are ongoing. • Mechanisms for assuring providers are being considered in order to facilitate new developments to be progressed.

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Various contract changes by the Joint Commissioning Unit	<p>The ICELS savings of £0.150m for 2016-17 could be at risk if the service continues to operate over the allocated pooled budget of £7.2m.</p> <p>Over the past few years the service has been in an overspend position by year end of approximately £0.500m. However, improvements have been made during 2015/16 which has reduced the projected overspend significantly, and this work will continue in 2016/17.</p>	<p>In addition to continuing work to reduce the overspend, the new ICELS contract will deliver further savings.</p> <p>The Council has negotiated a reduction to its % share of actual activity costs from 35% to 25% with the County Clinical Commissioning Groups (CCGs).</p> <p>Savings have also been made on minor adaptations in 2015/16, and plans are in place to address the previous overspend on non-catalogue equipment (specials).</p>
Handy Persons Preventative Adaptation Service	<p>The project savings target of £0.100m in 2015/16 was predicated on reviewing and redefining the HPAS partnership, including seeking a proportionate financial contribution from CCGs to support the highest area of growth for the service, which is referrals to support hospital discharges, specifically to fit key safes rapidly.</p>	<p>Consideration is being given as to whether funding can be covered by the Disabled Facilities Grant element of the Better Care Fund.</p>

Appendix 2 b: Project exceptions where there may be some savings at risk but amounts are not yet known – reasons and mitigating action

Project	Reason for Exception	Mitigating Action
<p>Living at Home (LaH)</p>	<p>The £0.631m savings target for 2015/16 is made up of three strands of activity, as outlined below, which need to deliver 182 diversions, with no more than 948 older adults admitted into long-term care (LTC) during the year. The status for this programme is currently 'Experiencing Obstacles' due to the need to confirm the year end savings from diversions away from LTC.</p> <p><u>Admissions:</u> as at the end of April 2016 there were 942 older adult admissions over 2015/16, against a target of 948. As there is a two month time lag on the data, it is anticipated that when the full year information is available in June, the target will be met.</p> <p><u>Assistive Technology:</u> there are ongoing difficulties with the availability of automated reports that are used to track cashable and cost avoidance savings from AT use. Until this is resolved, actual savings for 2015/16 cannot be verified and confirmed, against a target of £0.631m. In the meantime, monitoring information is having to be collected manually.</p> <p><u>Assessment beds:</u> 62 assessment beds have been created in 2015/16. However, it has proved difficult to evidence diversions from these beds in 2015/16 using Frameworki, the system that captures the Department's care management activity.</p> <p><u>Extra Care:</u> during 2015/16 33 new Extra Care units were created, with 29 diversions from LTC, against a target of 68. The shortfall is due to delays with the construction of two of the four new schemes planned for 2015/16, and it has also taken longer than expected for new Extra Care accommodation to be filled (due to the need to make sure that the right service users are being placed in Extra Care in order to avoid an unnecessary admissions to LTC).</p>	<p><u>Assistive Technology:</u> a resolution to the ongoing issues with the automated reports is expected later in May / early June 2016. Once available, the information will be validated by Finance.</p> <p><u>Assessment beds:</u> there is ongoing work to resolve the system issues, and a solution is anticipated in a few months. In the meantime, an alternative manual mechanism for tracking LTC diversions is being used.</p> <p><u>Extra Care:</u> a review of the operation of new and existing Extra Care schemes is being undertaken to examine the allocations process and identify any mitigating actions that need to be taken to ensure older adults are allocated into accommodation as quickly as possible, once it becomes available for use.</p> <p>As at the end of May 2016, there are will be 82 new Extra Care schemes created. The diversions achieved as a result of the 82 new units will continue to be monitored.</p>

Project	Reason for Exception	Mitigating Action
<p>Reducing the Costs of residential Placements - Younger Adults</p>	<p>Current anticipated slippage is £0.278m from 2015/16 into 2016/17. Status changed to At Risk.</p> <p>There was an initial delay in the recruitment of additional temporary staff to support project delivery, followed by slow progress in delivering the first phase of negotiations with providers as they have been waiting for a decision on any fee level increase they will receive from April 2016. This has slipped delivery of the first phase of negotiations by three months.</p> <p>Fee increases have been awarded for placements costing less than £1,600 per week. No increases have been awarded for placements costing more than £1,600 per week, other than where providers can evidence current prices are below market value.</p> <p>Some of the project's reviewing resource has had to be temporarily re-directed to other operational priorities.</p> <p>The slow progress has delayed the availability of data that is required to confirm if the £2.5m savings target is achievable, and over what time-scales.</p> <p>Ongoing negotiations with providers will need to take into account wider cost pressures.</p>	<p>Additional temporary resource is being recruited to help speed up the pace of provider reviews. In addition, a Social Worker post is being recruited to provide expert support when complex risk assessments, deprivation of liberty and mental capacity act issues arise.</p> <p>To test the market on Out of County placements, working with other relevant local authorities.</p> <p>A change request is to be taken to Corporate Leadership Team.</p>

Project	Reason for Exception	Mitigating Action
Targeted Reviews	<p>This project has a target of £0.480m for 2016/17 which will be delivered by re-focusing the activity of the Central Reviewing Teams. Examples include reviewing people earlier to ensure support is appropriate, setting short-medium goals to increase people's independence, and providing support in different ways e.g. technology instead of support worker.</p> <p>Whilst it is felt, based on past performance, this target is achievable, the project was assigned an Experiencing Obstacles status for April as at the time the highlight report was drafted the governance arrangements were unconfirmed and mapping and modelling work to confirm the priority areas for reviews, and anticipated savings from these, is ongoing.</p>	<p>The governance arrangements have now been confirmed. Once the mapping and modelling work is completed, it is anticipated that the status will revert to On Target as current reviewing activity is progressing well and there is confidence in achieving the target for this year.</p>
Further Expansion of Assistive Technology (AT) to Promote Independence	<p>This is an existing project whose savings target were previously split across three other projects (<i>Living at Home, Reducing Community Care Spend Older Adults, and Reducing the average community care personal budget - Younger Adults</i>). Following approval of a further AT project in February 2016 by County Council, all the AT related savings targets have been merged into this project, which has a total savings target of £1.229m over 2016/17 to 2018/19.</p> <p>The project is reporting an Experiencing Obstacles status as there are ongoing difficulties with the availability of automated reports that are used to track cashable and cost avoidance savings from AT use. Until this is resolved, the collation of such monitoring information is having to be done manually, which is time consuming.</p> <p>Compounding this, there have been difficulties in recruiting to two AT Assistant posts, which is required to support project delivery, including benefits monitoring.</p>	<p>A resolution to the ongoing issues with the automated reports is expected later in May / early June 2016. Once available, the information will be validated by Finance.</p> <p>Two suitable candidates for the AT Assistant post have now been identified and it is anticipated that the first will be in post from June 2016.</p>

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<p>Older Adult Care Home Banding Rationalisation</p>	<p>The original Option for Change envisaged that the remaining £0.1m savings allocated to this project were to be delivered through reviewing a small number of older adult placements where the residents are currently funded at a different fee level outside of the current bandings framework (i.e. service users who have entered long term care as a younger person and remained in the homes after reaching the age of 65).</p> <p>Since the option for change was approved, a more detailed desk based exercise has been undertaken on those service users in scope to assess where there may be potential to re-negotiate fees. This suggests that not all of the £0.100m savings may be achieved, as for most of the target cohort the reason why the placements are funded at a fee level above the current bandings framework is due to either free nursing care contributions, dementia quality mark payments, or either service users, families or Health are paying the difference.</p>	<p>Reviews to be undertaken on the cases where there is potential for a reduction. It is anticipated that this should take approximately 8 weeks to complete. The outcome of this exercise will inform the savings that can be achieved.</p>