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Project exceptions for 2016/17 – reasons and mitigating action

Project	Reason for Exception	Mitigating Action
Living at Home (Phase II)	Small under delivery of £0.025m projected on 2016/17 target. There has also been slower than planned progress with the development of some of the new Extra Care schemes, some of which are linked to the closure of the Care and Support Centres.	The £0.025m 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.
Reduction in long-term care placements	£0.118m of the £0.197m savings that slipped from 2015/16 to 2016/17 will not be made up by year end. This is because there were some delays to the development of new larger schemes already approved, and some delayed moves of individuals from residential care to supported living. At this stage it cannot be fully quantified how much of the project's remaining savings target of £0.700m (to be delivered over 2017/18 to 2018/19) is at risk due to stalled discussions with supported living housing providers on new schemes due to their concerns regarding the proposed plan to cap all rents to local housing allowance levels and introduce discretionary payments for higher rent schemes. This issue is also impacting on the *Reducing the Costs of Residential Placements - Younger Adults* project and Extra Care schemes that are part of the *Living at Home* project.	Following local and national lobbying, Central Government has announced that there will be no change to Housing Benefits Regulations in supported housing until 19/20, and that there will be a discretionary housing payment fund available after that date to top up rent payments. In addition, local mechanisms for assuring providers were approved by Policy Committee in October 2016. It is too soon to ascertain if the above measures will be enough to instil confidence back into the provider market, but five Invitations to Tender will be issued in January 2017 and, depending on the level of response to these, an indication on provider confidence can then be taken. In turn, this will inform how much of the remaining £0.700m remains at risk. However, of the £0.300m target for 2017/18, by the end of March 2017 £0.078m will already have been achieved through activity undertaken this financial year.

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Project	Reason for Exception	Mitigating Action
Reducing the Costs of residential Placements - Younger Adults	£0.269m shortfall against the 2015/16 savings target. In addition, slippage of £0.545m is anticipated by year end, which will have to be made up in 2017/18 where there is no savings target. This figure is based on negotiations currently in progress being successfully completed and packages amended within anticipated timescales. 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 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. 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 earlier in the year, other than where providers can evidence current prices are below market value. The proposed plan to cap all rents to local housing allowance levels and introduce discretionary payments for higher rent schemes is also having a knock on effect on this project. In its final year (2018/19), the project has a savings target of £0.500m. It cannot yet be quantified how much of this may be at risk due to the ongoing challenges.	Project staffing resource available to undertake provider reviews is being maximised by working flexible with the Promoting Independence in Supported Living and Outreach project, in order to deploy it effectively. The introduction of a Dynamic Purchasing System (which aims to streamline procurement for both suppliers and commissioners and offer flexibility) is being used to manage future fees and promote independence. This complements the ongoing use of the Care Funding Calculator for new placements. Providers are being asked to risk assess recommendations presented to them, where they are unwilling to implement changes. Support and training is being given to relevant providers on how to promote the independence of service users and build on people’s strengths. Where viable, the use of Assistive Technology is being considered. 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. Phase III of the project has now commenced, albeit later than originally anticipated. Some reviews undertaken during Phase I will be re-visited. The potential for joint reviews with Health colleagues is being discussed, where Continuing Healthcare funding is in place. The project's longer-term projections are being refined, in order to confirm the anticipated shortfall to the £2.000m target (2015/16 to 2018/19) by the end of the project.

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 Independence in supported living and outreach services	Project status has changed to *Experiencing Obstacles* due to projected slippage of £0.180m from 2016/17 into 2017/18. The slippage is due to the following reasons: • The review work was delayed in starting due to difficulties in recruiting to all the additional temporary Community Care Officer (CCOs) posts required. There are still some posts that have not yet been filled. • The CCOs have also initially had to target their reviews on services where providers did not feel able to make further savings, in order to support and evidence this. Whilst this work did not deliver savings, it was required in order to rule out some services from further targeted savings work in 17/18.	CCO staff already recruited are now fully trained. Further recruitment will take place in the New Year. Reviews continue in supported living schemes and engagement with providers is ongoing around potential reductions in packages. Supporting providers to use Assistive Technology to support people at night and joining up waking night support across services. This will be more effective at managing risks for some service users and has the potential to deliver significant savings. It is therefore felt that the slippage into 2017/18 can be made up, and all of the project's £1.701m savings target met by the end of the project.

Project	Reason for Exception	Mitigating Action
Promoting Independent Travel	The project's status has changed to *At Risk*. This is because, of the £0.191m savings target set for 2016/17, only between £0.010m to £0.025m is anticipated to be achieved by year end, ie a shortfall of up to £0.181m. It is also highly unlikely that the target of £0.389m for 2017/18 will be met. The revised transport criteria that supports delivery of the target savings was launched in July 2016. Due to a systems freeze, an interim assessment form had to be used initially. Using this form, between July and November 371 service users have had a transport eligibility assessment undertaken. Of these, 170 (46%) were eligible for transport support from the Council and 201 (54%) were ineligible. From data available up until the end of September, 64% of ineligible outcomes have been over-ridden in response to individual service user circumstances on a case by case basis. Some of these have been temporary over-rides, whilst activity to support independent travel is put in place.	The data on the outcomes of eligibility assessments up to the end of November will be analysed, as will data to year end, to understand if this level of over-ride remains. In addition, a range of mitigating activity has been identified, including: • Dedicating review resource to target transport reviews. • Work is being undertaken to improve the eligibility assessment form. • An options report is to be taken to the Corporate Leadership Team for consideration, proposing a range of alternatives to support the department to achieve a balanced transport budget.
Further Expansion of Assistive Technology (AT) to Promote Independence	Current saving projections from cases where AT has been used to either reduce current expenditure or avoid increased package costs indicated that the savings targets are being met. These savings are, however, subject to final validation by Finance colleagues. Until the savings are confirmed, the status remains *Experiencing Obstacles*. AT activity 35% up on the same period last year. This is positive in that more service users are able to access AT. However, it also creates higher ongoing liabilities associated with equipment / maintenance, etc. costs.	The project manager is confident that all of the project's savings are on target. Outcome of validation expected from Finance early in the New Year. It is anticipated that the project's status will revert back to *On Target*. Analysis of the longer term implications of increased AT activity is being undertaken in order to inform Senior Officer decisions regarding budgets and targeting of AT.

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Project	Reason for Exception	Mitigating Action
Older Adult Care Home Banding Rational-isation	As originally reported, it was originally anticipated that the £0.100m savings target would be delivered by 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). However, subsequent desk based research followed by reviews on relevant packages has shown that for most of the target cohort the reason why 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 (ie there are legitimate reasons why the package fees are higher than the current bandings framework). Of those cases where savings are possible, these are compounded by complexities over funding arrangements where they are jointly funded with Health under Continuing Healthcare or under Mental Health legislation. In view of this, it is likely that most of the £0.100m savings are at risk.	Discussions are taking place with the CCGs around joint protocols and a review of guidance and practice is underway, together with consultation with CCGs on the proposed revised guidance is being undertaken. Any savings shortfall will be met by other underspends in the Community Care budgets.
Reduction in Transport Budget	This project aims to reduce the amount spent on adult social care transport by £0.150m over three years 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. As of November 2016, projections suggest that only £0.088m of the total target will be achieved (all in 2016/17) which will result in a shortfall of £0.062m across the lifetime of the project.	As with the Promoting Independent Travel project, an options report is to be taken to the Corporate Leadership Team for consideration, proposing a range of alternatives to support the department to achieve a balanced transport budget.

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Project	Reason for Exception	Mitigating Action
Shared Lives	There were delays with the recruitment of the full complement of additional staff required to support project delivery (a Support Officer and a Senior Co-ordinator). This was compounded by staff long term-sickness. This delayed the commencement of project activity by 9 months. The Shared Lives Team establishment remains below full complement, and the Team Manager post is now vacant. There is a risk of some of the £0.060m target savings for 2016/17 slipping into 2017/18.	The Team Manager post is to be recruited to over January / February but is not likely to be in place until April 2017. The 18.5 hour vacant post will also be recruited to within a similar timescale. Any shortfall against the £0.060m target savings for 2016/17 will be temporarily mitigated by an under-spend within the team's staffing budget. Longer-term, there is confidence that the £0.180m savings target can be achieved over the three year period 2016/17 to 2018/19.