

Appendix 2: Project exceptions for 2016/17 – reasons and mitigating action

Project	Reason for Exception	Mitigating Action
Living at Home (Phase II)	Additional time is needed to develop some of the new Extra Care schemes planned. This will result in a small under delivery of £0.025m savings in 2016/17.	The £0.025 short fall in 2016/17 will be made up by a further 50 new Extra Care units scheduled to open in 2017/18 (Bowbridge Road and a new Mansfield scheme). The full year effect savings anticipated from the 50 units will be £0.114m in 2018/19, thereby compensating for the smaller shortfall in 2016/17.
Care and Support Centres (CSC)	The development of alternative services is constantly under review alongside the future plans for the care and support centres.	The impact of this, and the timing of establishing alternative services, e.g. short term beds, is being assessed.
Further Expansion of Assistive Technology (AT) to Promote Independence	Reports are now available which suggest the project's savings targets are being met and this is currently being confirmed by Finance colleagues.	The project manager is confident that all of the project's savings are on target.

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Reduction in long-term care placements	<p>There has already been slippage of £0.197m savings from 2015/16 to 2016/17 and by March 2017 it is anticipated that the scheme will be £0.032m short of its savings target and this shortfall will have to be made up in the first year of the extended project (2017/18).</p> <p>This slippage is due to a number of factors, including:</p> <ul style="list-style-type: none"> • Meeting the requirements of the Department of Health's Winterbourne View report, which has absorbed project staff resource and suitable supported living tenancies. • Given changes in procurement rules, a new Dynamic Purchasing System has been developed to obtain a list of approved housing providers, and this has taken time. • There have been delays to the development of new larger schemes already approved. • Discussions with supported living housing providers on new schemes have been stalled 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 <i>Reducing the Costs of residential Placements - Younger Adults</i> project and Extra Care scheme that is part of the <i>Living at Home</i> project. <p>At this stage it cannot be fully quantified how much of the remaining £0.700m savings target may be at risk due to the national cap issue. However, some full year effect savings, from activity undertaken in 2016/17, has already been made towards 2017/18, and there will some further savings from moves through turnover and filling vacancies.</p>	<p>Following local and national lobbying, the introduction of the cap has been delayed until April 2019, from which point a new 'local top up' model will be introduced.</p> <p>Whilst this, and former interim announcements, will instil confidence in providers involved in existing scheduled schemes, it is not yet known if it will instil sufficient confidence in housing associations in respect of assurances / risk underwrites that they are seeking, and hence help to catalyse discussions on new developments.</p> <p>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 have been considered by the Corporate Leadership Team and recommendations are to be put to Policy Committee for approval. If approved, this will facilitate the progression of new developments. <p>The situation will continue to be monitored, particularly regarding how provider confidence is affected by the expected policy change.</p>

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<p>Reducing the Costs of residential Placements - Younger Adults</p>	<p>The project's savings profile has been amended following approval of a change request by the Corporate Leadership Team to confirm that £0.500m savings in 2017/18 is not achievable and slip £0.500m savings into 2018/19 (as reported to Finance and Property Committee on 18 July 2016). This was required due to:</p> <ul style="list-style-type: none"> • The time required to negotiate changes to care packages, where reviews and analysis of background staffing requirements for homes demonstrated changes were possible. Providers also wished to delay decisions on any fee level increases they would receive from April 2016, given the National Living Wage. • Although fee increases have now been approved, none have been awarded for placements costing more than £1,600 per week, other than where providers can evidence current prices are below market value. Therefore, the ongoing negotiations with providers on these placements is having to take account of the wider cost pressures they are facing. <p>Despite approval of the change request, the project's status remains <i>At Risk</i> due to the ongoing challenge of achieving all of the project's remaining £2.000m savings target, particularly the £1.000m planned savings in 2016/17, plus making up slippage of £0.274m from 2015/16. It is highly likely that there will be further slippage into 2017/18 as this project 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.</p> <p>Therefore, at this stage, whilst it cannot be fully quantified how much of the remaining savings are at risk, it is estimated that the £0.274m slippage from last year will not be made up this year, and all of the £0.500m savings scheduled for 2018/19 are at risk.</p> <p>The project's status has also been left as <i>At Risk</i> due to the inter-dependency with the <i>Reduction in Long-Term Care Placements</i> (see above).</p>	<p>A temporary senior practitioner is now in post to support the detailed work the project's temporary Community Care Officers are required to undertake, and to ensure robust assessments of need are in place which can be agreed with providers.</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 which aim to move people on, promoting independence and offering good value for money.</p> <p>All possible areas for savings will continue to be explored and negotiated with providers over the remainder of the project.</p> <p>Work is ongoing to refine the project's savings projections, as more hard evidence becomes available.</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 on those service users in scope suggested 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 have been undertaken on the cases where there is potential for a reduction, and the outcome to date confirms it is unlikely that all of the £0.100m savings target will be met. To date, £0.017m savings have been achieved. If this average is sustained, this suggests a maximum saving of £0.045m will be achieved.</p>	<p>More reviews are being undertaken on outstanding cases to allow for more accurate projections. Discussions are ongoing with Health on jointly funded packages.</p> <p>Any savings shortfall will be met by other departmental budgets.</p>
<p>Reduction in Transport Budget</p>	<p>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.</p> <p>An overspend of £0.300m 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>Work is ongoing within the Transport Solution Service (formed April 2016) to identify and implement efficiency savings.</p> <p>In addition, it is expected that commitments (and therefore the forecast overspend) will reduce over the coming months as a result of the new transport policy being applied as part of the <i>Promoting Independent Travel</i> project. However, as reviews have only recently begun, it is too early to assess the longer-term impact. This will be kept under review.</p>

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Shared Lives	<p data-bbox="327 137 1317 320">Additional staff required to support project delivery (a Support Officer and Senior Co-ordinator) were not in post until mid-July 2016 due to delays in the recruitment process outside of the project's control. One of the posts (Senior Co-ordinator) has only been able to commit part time to the project, until their former post is recruited to.</p> <p data-bbox="327 360 1317 544">This position is compounded by a full-time member of the existing Shared Lives staff base being off on long-term sickness since April 2016. This has required their caseload to be re-allocated to other members of the small Shared Lives Team, thereby reducing existing capacity.</p> <p data-bbox="327 584 1317 687">As this is a three year project planned to start from January 2016, the above issues have delayed the project's start by 9 months, although some work has been undertaken in the meantime.</p>	<p data-bbox="1346 137 2103 280">The appointment of the Support Officer, albeit on a part time basis for now, has released a significant proportion of management time to focus on the project aims and objectives.</p> <p data-bbox="1346 320 2103 504">As part of the role, the Support Officer will track and calculate the level of savings achieved since the project commenced (cashable and non-cashable) so that the impact of the delayed timescales can be quantified.</p> <p data-bbox="1346 544 2103 767">It is anticipated that the Senior Coordinator role will be able to commit full time to the project from October 2016. In the meantime, other team members have been dealing with some of the existing cases and they have been able to start on some project work.</p>