

Report for: ACTION
Item Number: 8vi



Contains Confidential or Exempt Information	No - Part 1
Title	Transforming Adult Social Care Services - Progress Report - Quarter 2 2014/15
Responsible Officer(s)	Christabel Shawcross, Strategic Director of Adult and Community Services
Contact officer, job title and phone number	Nick Davies, Head of Strategic Commissioning Adults and Housing. 01628 683614
Member reporting	Cllr David Coppinger, Lead Member for Adult Services, Health and Sustainability.
For Consideration By	Cabinet
Date to be Considered	30 October 2014
Implementation Date if Not Called In	30 October 2014
Affected Wards	All
Keywords/Index	Outcomes, Independence, Homecare, Personal Care, Residential care, Supported Accommodation, Learning Disability, Vulnerable People, Portal.

Report Summary

1. This report provides an update on the Transforming Adult Social Care programme 2014/15 that was agreed by Cabinet in April 2014.
2. It confirms that the programme has delivered better outcomes for residents and is on target to deliver an estimated £808k of efficiencies by April 2015.
3. Transformation projects, such as Telecare Expansion, Nursing Care Prevention and High Cost Placement work, are making significant progress towards meeting and in some cases overachieving their financial targets.
4. The report details the progress of individual Transformation projects and explains how these will continue to contribute towards the achievement of the 2014/15 programme.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which
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	residents can expect to notice a difference
1. Residents will continue to benefit from a range of high quality specialist care and support services.	1 January 2015
2. Residents who are making choices about their care will be able to make informed choices that best meet their social care needs.	1 January 2015
3. Residents will get better outcomes at a lower cost.	1 January 2015
4. Residents will be at lower risk of requiring long term social or healthcare support.	1 January 2015

1. Details of Recommendations

RECOMMENDATION: That Cabinet notes the progress of the Transforming Adult Social Care programme for Quarter 2 of 2014/15.

2. Reason for Recommendation(s) and Options Considered

- 2.1 Cabinet requested a quarterly update on the Adult Social Care Transformation programme. This report provides an update to confirm the progress of the projects within the programme in the second quarter of 2014/15.
- 2.2 The efficiency programme is forecast to deliver an outturn of £808k of savings in 2014/15 from specific Transformation Projects against a target of £805k. The report details the progress of the individual projects within the Transformation Programme.
- 2.3. The Transformation Programme continues to support the preparatory work required to deliver the requirements of the Care Bill 2014 and the Government White Paper: 'Caring for our Future Reforming Care and Support' 2012. It also underpins the work towards shaping services for the Better Care Fund (BCF). The Transformation programme will continue to adapt and evolve to ensure that it delivers the required changes.

2.4 Efficiency Programme - Progress

The programme continues to deliver significant efficiencies. These have been achieved by progress being made to deliver the specific projects. The projects are considered in the Dashboard in Appendix 1. The estimated outturn for each project for 2014/15 are summarised in the table in paragraph 2.6.

- 2.5 The Adult Social Care service has target savings of £785k built into its base budget for the year 2014/15, and a further £20k accelerated efficiency savings brought forward from 2015/16. The Transformation programme when combined with accelerated efficiencies has a target of total efficiencies in 2014/15 of £805k.

2.6 Project summary:

3 year Projects (see 2.6 above)	Savings Target 14-15 £'000	Savings achieved at Q2 14-15	Projected Savings Outturn 14-15 £'000
Increase in the use of Telecare	110	80	120
Placements into "Shared Lives" care	75	21	51
Review of High Cost Placements	320	210	331
Improved planning for those in Transition	50	0	50
Improved operation of Homecare. Direct Payments & Meals contracts	100	30	50
Nursing Care Prevention	150	80	206
Efficiency Total	805	421	808

2.7 The detail and reasons for any changes are covered in the dashboard summary of the project progress in Appendix 1 of the report. Graphs illustrating the savings achieved and the estimated full year effect of the activity from Q2 2014/15 is included in Appendix 2.

2.8 The key project area that is not currently delivering is the Shared Lives service. The provider has not delivered against their targets. Consequently we have not delivered the level of saving in 14-15 that we have expected. While this underperformance has been off set by the success of the other projects this is not satisfactory.

2.9 A number of actions have been taken in Q2 to rectify the situation. A financial review of the contract is underway to recover payments for under performance in year 1. The crucial reason for the under performance is that the contractor has not been able to deliver recruitment of appropriate carers. RBWM have supported the provider with a marketing campaign for carers that has resulted in 5 new carers being recruited in Q2. RBWM have also worked with the provider to re engage with the referring social work teams to review the pipeline of shared lives referrals to match them. The Q4 performance is expect to see a significant improvement as a result of these actions.

2.10 The improved operation of Homecare has not met its target due to a lack of capacity in the provider market. Providers are having difficulty recruiting staff and therefore hourly rates for homecare are increasing. This means that the strategy of placing with inner circle providers is not delivering the expected saving. The tender for an Outcome Based Homecare service is expected to resolve the issue of the lack of capacity by giving guaranteed work , zoning and paying for outcomes.

Option	Comments
To note the progress of the Adult Social Care Transformation Programme in Q2 of 2014/15. This has been at the same time as noting the focus on the quality of service delivered.	The ambitious programme is on target to deliver the 2014/15 targets.
Recommended	

3. Key Implications

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Efficiencies delivered through implementing the 2014/15 programme	Under £805k	£805k	£806k-£825k	Over £825k	31 March 2015

4. Financial Details

a) Financial impact on the Budget

Forecast efficiency savings for 2014/15 of £805k have been built into the 2014/15 budget.

The table included in paragraph 2.6 above indicates the individual 2014/15 project targets. The total aggregate amount of saving remains unchanged at £805k.

	Year1 (2014/15)	Year2 (2015/16)	Year3 (2016/17)
	* Revenue £000	Revenue £000	Revenue £000
Addition			
Reduction	805		

Note in the October 2013 Cabinet report 14/15 savings target was £715. Since then £90k of additional savings have been added seeing the target rise to £805k.

b) Financial Background

The Financial details have been fully outlined in detail in Section 2. The context is that this a challenging programme for the Directorate to achieve with rising demand and restriction on resources. Despite this, the transformation projects are forecast to deliver £805k saving for 2014/15 financial year.

5. Legal Implications

- 5.1 The Transformation agenda is consistent with the Care Act 2014 in its aims for developing services that improve Wellbeing. The Act introduces a statutory requirement of local authorities to have a duty of Wellbeing.

6. Value for Money

All projects are designed to achieve Value for Money.

7. Sustainability Impact Appraisal

None

8. Risk Management

Risks	Uncontrolled Risk	Controls	Controlled Risk
Efficiencies are not delivered due to an escalation in the demand for services.	High	The Care Bill and Transformation Programme Board monitors on a monthly basis, progress, towards the activity, finance and performance targets required to deliver the programme. In the event that demand escalates, other efficiencies will be identified.	Medium

9. Links to Strategic Objectives

This programme is supporting the delivery of the priorities identified in the Health and Wellbeing Strategy. It supports Residents First by encouraging healthy, productive and fulfilling lifestyles for adults living in the borough.

It also contributes to Safer and Stronger Communities by providing a safe living environment for vulnerable people, and enabling them to participate in community activities. It is a programme focused on delivering more economic services as detailed in the efficiency plan, by understanding the emerging needs and planning for them. Furthermore, the Portal will mean that we improve our use of technology. The Market Position Statement will strengthen our Partnerships to deliver effective services. It will also equip the workforce for example, by providing a framework of Residential homes as a tool to ensure that the Operational Commissioning team have the ability to purchase the most cost effective care for someone.

10. Equalities, Human Rights and Community Cohesion

An EQIA Part 1 has been completed for this programme. It will be regularly reviewed. There were no negative implications identified for target groups.

11. Staffing/Workforce and Accommodation implications:

At this stage there is no direct staffing or workforce implications, however, there will be work later in the year to consider the ASC workforce and this work will support that.

12. Property and Assets

No direct implications on property or assets

13. Any other implications:

N/A

14. Consultation

Overview & Scrutiny Panel views to follow.

15. Timetable for Implementation

Activity	Date
Deliver £805k of Transformation based efficiency from the ASC budget by ensuring that the Programme of service changes is delivered.	March 2015

16. Appendices

Appendix 1 – Transformation Dashboard
Appendix 2 - Project Savings Graphs.

17. Background Information

Transforming Adult Social Care Cabinet reports – March 2012, May 2012, January 2013, April 2013, July 2013, October 2013, January 2014, April 2014, July 2014.

18. Consultation

Name of consultee	Post held and Department	Date sent	Date Received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council			13/10/14
Cllr Coppinger	Lead Member for Adult Services & Health (also Sustainability)	26/9/14	29/9/14	

Maria Lucas	Head of Legal		16/10/14	
Christabel Shawcross	Strategic Director of Adult and Community Services	24/9/14	29/9/14	
Alan Abrahamson	Finance partner	22/9/14	24/9/14	

Report History

Decision type:	Urgency item?
Key decision	No

Full name of main report author	Job title	Full contact no:
/Nick Davies /	Head of Strategic Commissioning Adults and Housing	01628 683614

ASC Transformation (Efficiency Projects) - Dashboard

Telecare				
RAG		£		Excellent progress continues to be made on expansion of the telecare programme. At the end of August 160 installations had been achieved against a year end target of 240. This represents an increase of 92 installations when compared to this time last year.
Resident Outcome Performance	Financial Performance	Projected Savings Outturn	£120k	
Project Performance	Risk Rating	Savings Target 14-15	£110k	

High Cost Placements				
RAG		£		Good progress made in year, as well as completing negotiations on outstanding Learning Disabilities high cost placements (HCP), new focus has been given to Physical Disabilities & Mental Health HCPs, and Learning Disabilities 'medium cost' placements. As well as this, there has been significant work to embed Commercial Awareness across the Operation Commissioning Team (OCT) and Care Management. The online Care Funding Calculator (CFC) has been purchased for RBWM as a 'fairer pricing' tool, work with the OCT and Care Managements teams has been undertaken to design how to best use this tool to support with getting best Value For Money for the Council.
Resident Outcome Performance	Financial Performance	Projected Savings Outturn	£331k	
Project Performance	Risk Rating	Savings Target 14-15	£320k	

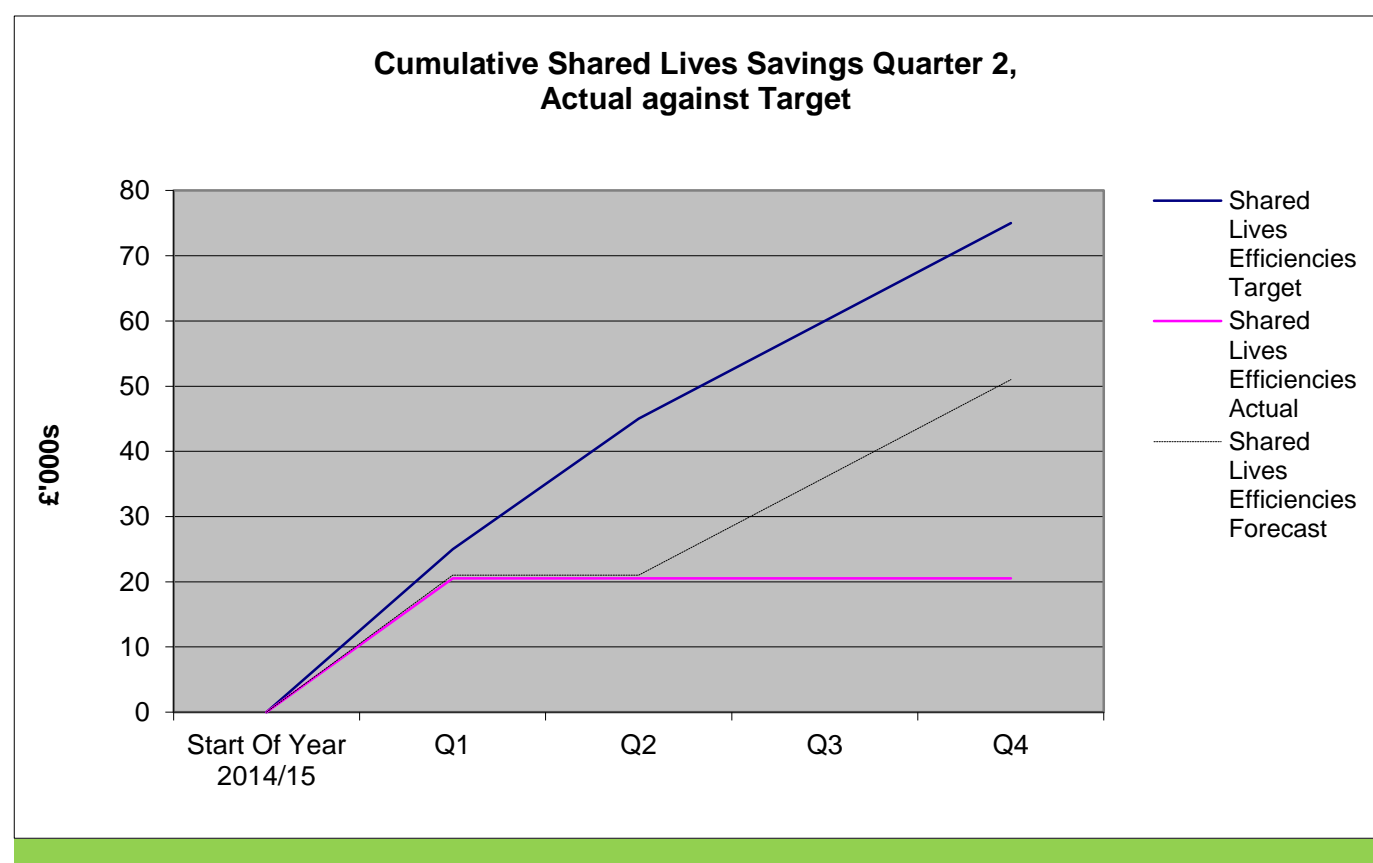
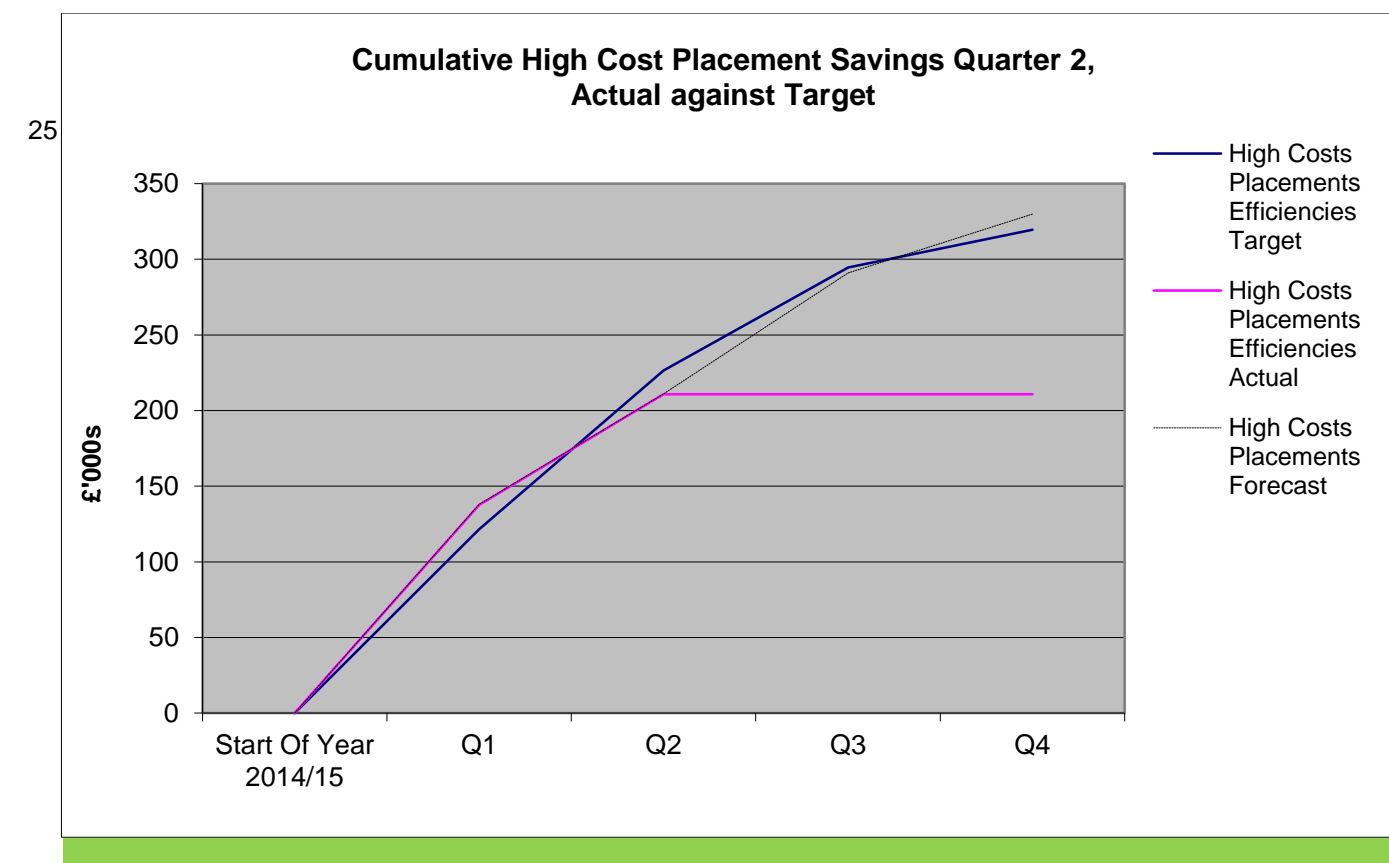
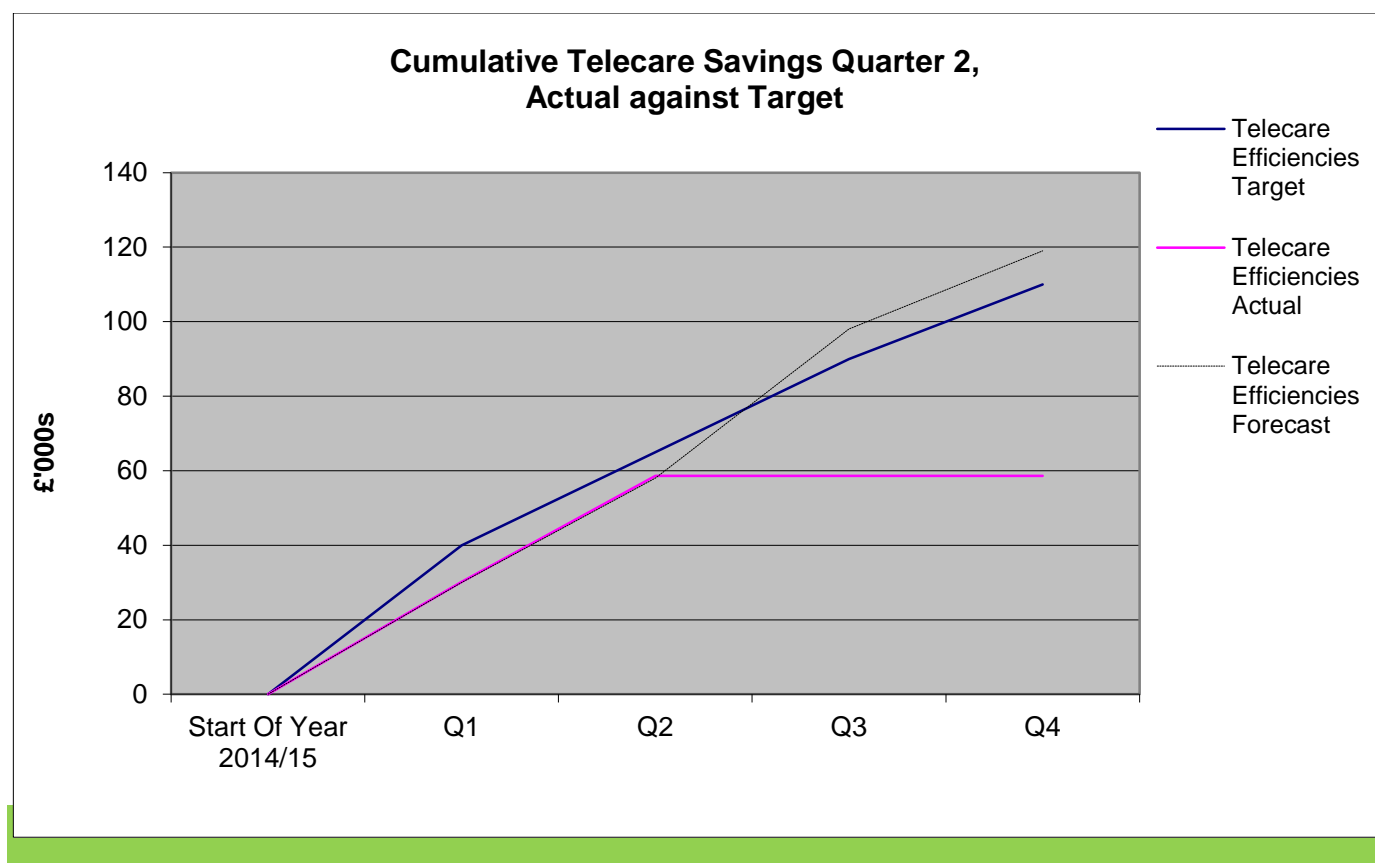
Improved Operation of Homecare & Meals Contracts				
RAG		£		There is a continued focus on delivery savings from existing contracts, however the impact of reducing and diverting residents from more costly residential and nursing care placements has meant an increase in demand for home care services which enables residents to be more independent and remain in their own home for longer. Recruitment of care staff remains difficult and which remains a risk as providers are increasingly having to supplement their core staff base with agency staff at an increased cost.
Resident Outcome Performance	Financial Performance	Projected Savings Outturn	£50k	
Project Performance	Risk Rating	Savings Target 14-15	£100k	

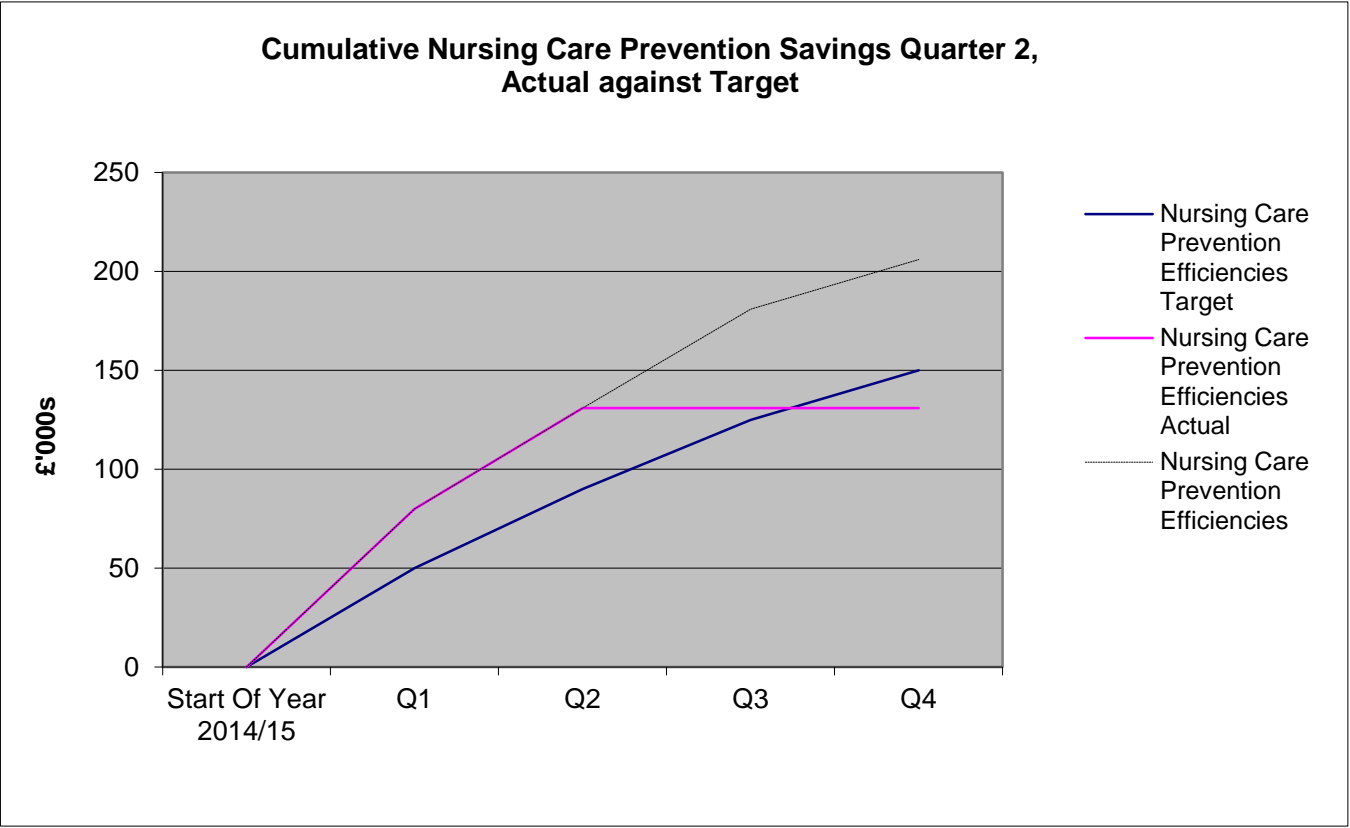
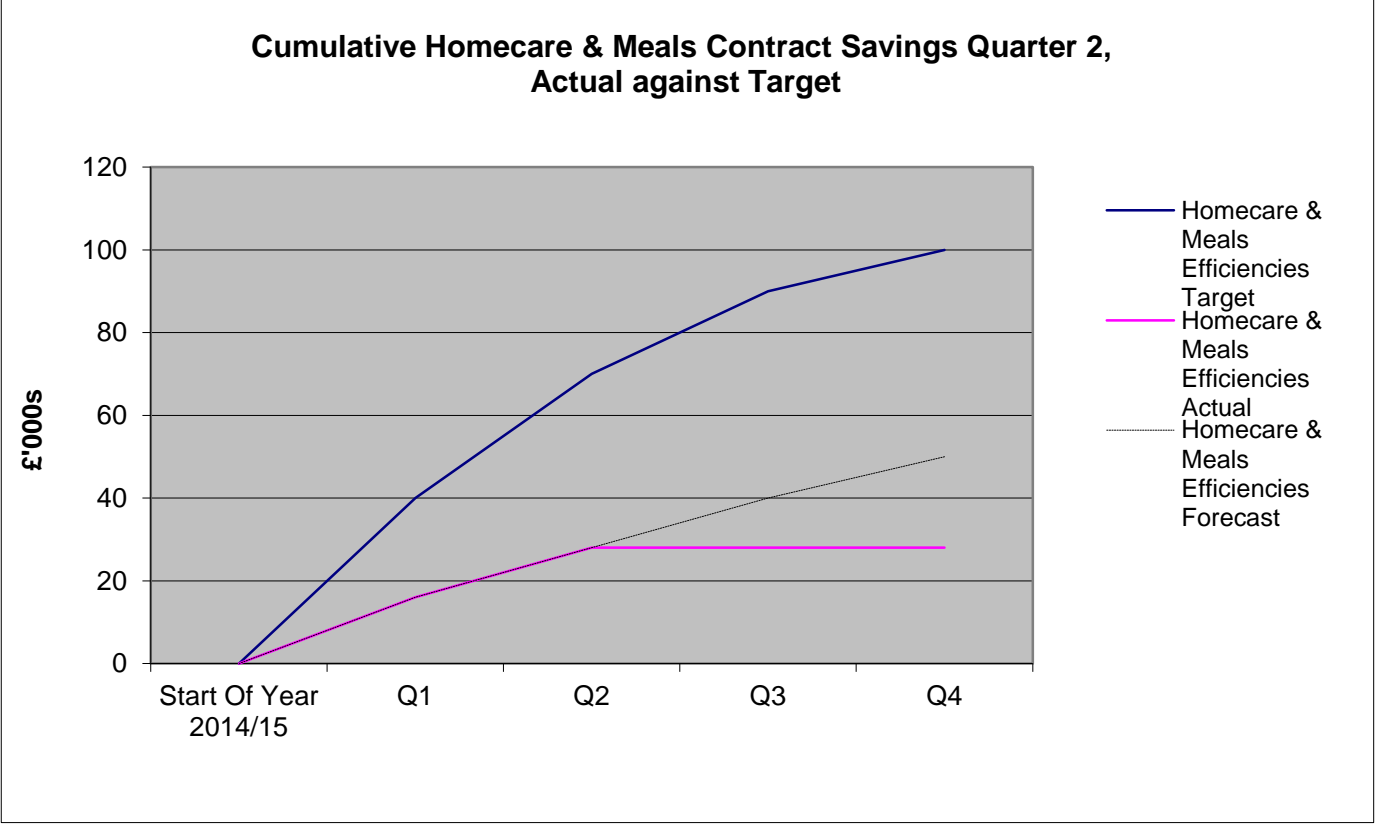
Nursing Care Prevention				
RAG		£		An appointment to the Nursing prevention post has now been made to ensure continued focus on this area. The number of placements made continues to decrease. There remains an ongoing risk from wealth depleters who are at this stage unknown to council services, however this will change with the implementation of the Care Act as more self funder approach RBWM to register for their Care Account from 2016.
Resident Outcome Performance	Financial Performance	Projected Savings Outturn	£206k	
Project Performance	Risk Rating	Savings Target 14-15	£150k	

2. Shared Lives & Homeshare				
RAG		£		Ategi (the provider) are working to an agreed action plan which addresses their underperformance. the increased Publicity & Marketing activities have yielded good results, recruiting several Shared Lives carers. Underperformance has been formally addressed with the provider, and we are seeking a variation to contract to rework the placement targets and cost based on the revised expectations of the local area. There continues to be good engagement across the service areas to generate referrals, however, continued focus is required to ensure the new momentum is not lost.
Resident Outcome Performance	Financial Performance	Projected Savings Outturn	£51k	
Project Performance	Risk Rating	Savings Target 14-15	£75k	

Improved Transition				
RAG		£		A pathway review of the transition from children services into ASC took place in August, with colleagues coming together to understand and clarify each others role and responsibilities. A draft 'Towards Adulthood Protocol' has also been produced as a result. There continues to be good collaborative care/case management focus on costs (savings) efficiencies across the top highest cost young people through the Transition Panel meetings and separate focus meetings. Further work is required to review transition data, and how this is used to generated the most meaningful and useful 'information' to support with planning, commissioning, and financial forecasting.
Resident Outcome Performance	Financial Performance	Projected Savings Outturn	£50k	
Project Performance	Risk Rating	Savings Target 14-15	£50k	

*RED text = Risk for noting or escalation





	Savings Target 14-15 £'000	Savings Outturn 14-15 £'000
Increase in the use of Telecare	110	120
Placements into "Shared Lives" care	75	51
Review of High Cost Placements	320	331
Improved planning for those in Transition	50	50
Improved operation of Homecare & Meals contracts	100	50
Nursing Care Prevention	150	206
Acceleration of efficiency savings planned for 2015/16.		
SUB TOTAL	805	808