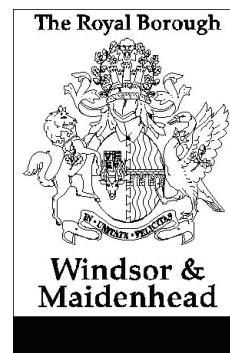


Report for: ACTION
Item Number: 6iv



Contains Confidential or Exempt Information	No – Part I
Title	Shared Lives and High Cost Placement Project Update
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 for Adult Social Care and Housing, 01628 683614
Member reporting	Cllr Coppinger, Lead Member for Adult Services, Health and Sustainability.
For Consideration By	Cabinet
Date to be Considered	24 September 2015
Implementation Date if Not Called In	Immediate
Affected Wards	All
Keywords/Index	Learning Disability, Promoting Independence, Vulnerable Adults, High Cost Placements, Care Funding Calculator.

Report Summary

1. This report deals with the update on progress of the Shared Lives and High Cost Placement (HCP) projects. These projects are designed to deliver better outcomes and additional efficiencies from the Adult Social Care (ASC) budget in 2015/16. This report follows on from the detailed update provided to Cabinet on 25 June 2015.
2. The report details that the High Cost Placement project remains on target to deliver a £300k in year efficiency during 2015/16. This is due to the continuing use of the Care Funding Calculator tool to challenge and negotiate prices of existing placements with residential care providers.
3. Shared Lives is expected to deliver a £65k efficiency during 2015/16. This is below its original target of £300k. The report details the mitigations and action plan to address the deficit. .

If recommendations are adopted, how will residents benefit?	
Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
Residents with a Learning Disability will benefit from the independence and better outcomes provided by Shared Lives and value for money placements.	31 March 2016

1. Details of Recommendations

RECOMMENDATION: That Cabinet:

- i) **Note the progress of the High Cost Placement project.**
- ii) **Note the innovative approach to recruiting Shared Lives carers.**
- iii) **Note that Cabinet will receive an options paper about the future of the Shared Lives scheme in March 2016.**

2. Background

2.1 What are High Cost Placements?

A high cost placement (HCP) is typically an adult residential placement or supported living case that costs in excess of £800 per week.

2.2 Project scope and targets for 2015/16

In 2015/16 there were a total of 58 High Cost Cases identified for review, with an additional 5 Continuing Health Care cases being assessed to see if they are liable for some or all of the package costs given the level of need.

Category: High Cost Cases 2015/16	Figures
Total number of cases identified as High Cost:	
Learning Disability	17
Mental Health	14
Physical Disability & OP	27
Total	58

The full Year Savings are projected below:

Project Savings 2015/16:	Secured to date = £149k
	Forecast total in year savings 2015/16 = £300k

The in year anticipated saving is £300k, and is being closely monitored by the High Cost Placement programme manager.

2.3 What is the Shared Lives project?

Shared Lives is a service whereby people with a Learning Disability or Older People move into the home of another family. The host family provide accommodation and care, and “share their lives” with the “service user”.

The contract for management of the Borough’s Shared Lives Carers is delivered by Ategi, a CQC registered specialist provider of this service. The underperformance was in relation to a failure to achieve specified targets for making successful placements due to a low recruitment of carers within the Borough. The contract variation led to a reduction in the contract value by £65k from the 1 March 2015 to £131k per annum. The contract runs until December 2016.

Current performance of the contract suggests that the net saving in 2015/16 is likely to be £65k with 1 new placement made in 15/16. Mitigations are in place in an attempt to counter this, and significant work has been undertaken to identify and overcome the barriers to recruiting new carers.

Mitigations

A recruitment action plan consisting of nine initiatives was initiated in April 2015 in an attempt to recruit more carers and monitor progress of the scheme. The initiatives included;

- Increased publicity including interviews on local radio stations; advertisements in local papers and free publications distributed by faith groups; presence in shopping centres to advertise and chat informally about the scheme.
- Re-development of printed material to include large print and summary leaflets emphasising the benefits to being a Shared Lives Carer.
- Review of neighbouring schemes in Reading and West Berkshire.

The recruitment plan was predicated on the desire to recruit carers from within the Borough, and thus activity was focused on Windsor and Maidenhead. There was a hiatus in activity as a new LD Transformation Manager was appointed and began work to reprise the recruitment plan in August.

The review of neighbouring schemes in Reading and West Berkshire led to the development of a proposal from West Berkshire to take over the management of the RBWM scheme as an alternative provider to Ategi. Significant work went into a scoping and costing exercise, and a detailed proposal was received in July. A meeting was held between the commissioning team and the Shared Lives recruitment team at Reading, West Berks and Wokingham on 12th August to discuss specific cases and explore the issues we have faced in recruitment of carers. The conclusions drawn from these discussions highlighted that our aspiration to recruit within the Borough was a critical factor for the scheme, and that in order to

increase performance we must also consider recruiting further afield. The review with West Berkshire also highlighted how important strong links with the Fostering Recruitment Team has been to their success, and this is another area of work that we are strengthening. Following the meeting with West Berkshire, consideration has been given to their advice to recruit further afield and a recommendation is being made to ‘test the water’ before committing additional funds to establishing a joint recruitment hub with West Berkshire. The intelligence from the review with West Berkshire has raised questions about the local market for carers, and questions whether RBWMs need for carers will be met from carers exclusively to be found within the Royal Borough’s boundaries. Whilst recruiting within the Borough remains our priority, activity will be supplemented across our borders to engage demographic communities with greater prevalence to becoming Carers, for example people on low incomes and in affordable housing. Further investigation into viable options for our Shared Lives Scheme prior to making a commitment to further invest in recruitment and service development is required.

A follow up action plan has been initiated with the support of Ategi to target a bespoke recruitment and matching service for six individuals within the Learning Disability Service. Recruitment activity will not be limited to within the Borough, and placements will be sought across our borders into Bracknell, Slough, High Wycombe and Aylesbury but not at the detriment of identifying carers within our boundaries. It will take at least six months to identify, recruit, match and settle individuals into a long-term shared lives placement. The evidence to substantiate the future of the Shared Lives scheme will be gathered over the next four to six months as we trial the bespoke matching service and measure the success of the placements.

We will also explore opportunities to identify regular respite carers for short breaks with a view to developing relationships towards longer-term placements for adults in Supported Living or Residential Care. Representatives from Ategi will also be meeting with the Manager of our Care Bank on 16th September to identify possible carers’ from our volunteer register. Meetings with the Fostering Team have been planned.

In parallel to the follow up action plan with Ategi, the commissioning team are considering alternative solutions to address the gap in savings, including reviewing the use of telecare, shared ownership and ‘extra care’ provisions. Research and analysis will be gathered over the next six months and a paper detailing the results and our recommendations on the longer term options will be presented in March 2016.

2.4 Options

Option	Comments
<p>1 – That Cabinet note the report that details High Cost Placements and Shared Lives.</p> <p>Recommended</p>	<p>That Cabinet note the progress and mitigations for the HCP and Shared Lives schemes</p>

3. Key Implications

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Efficiency delivered from HCP project during 2015/16	Under £300k	£300k-£310k	£311k-£320k	Above £320k	31 March 2016
Number of new Shared Lives placements delivered during 2015/16	Below 6	6-8	9-10	Above 10	31 March 2016

4. Financial Details

a) Financial impact on the budget

Impact on the Revenue Budget	2015/16	2016/17	2017/18
	Revenue £000	Revenue £000	Revenue £000
Addition	£235		
Reduction		£150k	£200k
Net reduction			

Impact on the Capital Budget	2015/16	2016/17	2017/18
	Capital £000	Capital £000	Capital £000
Addition			
Reduction			
Net reduction			

b) Financial information

The financial information is detailed in section 2. As the expected Shared Lives saving of £300k will not be achieved in 2015/16 this will add a pressure in 2015/16. A recruitment plan based on evidence of the local market is essential to achieve savings in 2016/17 and beyond.

5. Legal Implications

Legal input has been provided to facilitate the deeds of variation to the Shared Lives contract arrangements.

6. Value for Money

Both the Shared Lives and HCP projects aim to deliver value for money.

7. Sustainability Impact Appraisal

N/A

8. Risk Management

Risks	Uncontrolled Risk	Controls	Controlled Risk
Recruitment of Shared Lives Carers	High	Target recruitment specific to individuals with acceptance that placements may stretch across bordering authorities	Medium
Savings not delivered from Shared Lives	High	Alternative sources of saving identified	High

9. Links to Strategic Objectives

Joint Health and Wellbeing Strategy objectives:

Residents first

- This service supports Residents First objectives by encouraging healthy, productive lifestyles for adults with learning disabilities and older people.
- It also contributes to safer stronger Communities through provision of a safe environment for vulnerable people within the community.

Value for money

- The Tender process is consistent with ensuring best value for money.

10. Equalities, Human Rights and Community Cohesion

The services support vulnerable people with disabilities positively.

11. Staffing/Workforce and Accommodation implications:

N/A

12. Property and Assets

N/A

13. Any other implications

None

14. Consultation

N/A

15. Timetable for Implementation

Action	Date to be completed
Target recruitment at specific service users	Sept – Dec 2015
Match carers with service users and undertake trial placements	Jan – March 2016
Formalise placements and confirm savings in 2016/17	March 2016

Make evidence based recommendations to Cabinet on the future of the Shared Lives Scheme	March 2016
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16. Appendices

N/A

17. Background Information

Cabinet Report HCP/ Shared Lives – June 2015

18. Consultation

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	7/9/15		
Cllr Coppinger	Lead Member for Adult Services	02/09/15		
Christabel Shawcross	Strategic Director - Adult and Community Services	02/09/15		
Michael Llewelyn	Cabinet Policy Office	02/09/15	03/09/15	

Report History

Decision type:	Urgency item?
Key decision	Yes

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