

Care and Support Reform Programme Board

Programme Status Report up to: 24 March 2014

Paper Reference: 06/02/02

Current RAG Status: Amber/Red

Previous RAG: Amber/Red

SRO: Jon Rouse

Report Author: Martin Caunt

Summary of status:

A significant milestone has been achieved with the Care Bill completing report stage in the Commons. Development of draft regulations and guidance is underway and good progress is being made on the majority of policy areas. For these areas, we are confident that delivery will meet commitment to publish a package of regulations and guidance for consultation in May. However, there is a risk to delivery on our commitment in relation to two key policy areas: charging/financial assessment and deferred payment agreements (DPAs). Delivery for May remains the target, but this cannot be guaranteed given the complexity, scale and outstanding policy questions needing ministerial agreement. To mitigate, there will be a reprioritisation of teams' work, action to secure additional capacity, early engagement of OGDs early in policy matters and securing slots where necessary for Ministerial involvement to reduce risks associated with clearance. We will discuss at the Board options that balance the trade-off between the desire for a single, consolidated consultation package, and the desire for as much notice and time for consultation as possible.

LA concerns over funding allocation and estimates of costs of reforms remain. DH, LGA and ADASS have reviewed plans for the Paying for the Reforms work-stream and agreed closer joint working which we will present at the meeting. The endgame for the work-stream in relation to 2015/16 cannot be to secure additional funding overall. Instead the focus is on how to ensure that implementation requirements for 2015/16 are affordable for LAs and that the funding allocation formula reflects distributional impacts of the changes. The importance of investment in local authority change and programme management capacity in 2014/15 is recognised.

Underlying risks remain significant in relation to the development of national eligibility. This is being mitigated by sustained engagement with stakeholders, which has allowed early understanding of points of contention informing a revised version of the regulations and guidance discussed with Task & Finish Group at its meeting in March. Finalising plans and funding for detailed LA impact analysis to be undertaken in parallel with public consultation.

SRO stocktake reviews of all work-streams and the external challenge workshop with representatives from central and local government on 11 March have clearly identified resource challenges in many areas across the programme work-streams. Successful bid for additional posts mitigates the risk in part. Further mitigation is provided through prioritisation of resources towards implementation, detailed assessment of gaps in capacity and capability across the programme and seeking additional resource to fill these gaps using both admin and programme resources. The critical importance of communications to successful implementation was confirmed with the need for action to address the risks to delivery in this area in this area. There will be an opportunity to consider risks and mitigation at the Board.

A change to the programme status is not expected until after publication of draft regulations and guidance and remaining areas of policy are agreed, understanding of the estimates of the costs of the reforms and distributional impacts increases, and results from the first implementation stocktake survey in April / May are analysed.

Major Risks				
Ref	Risk Title/Description	Owner	RAG	Summary of key mitigations
2	Programme: Lack of LA readiness	Clara Swinson	A/R	Support through the implementation support; toolkit and support through national and regional infrastructure investment. Bidding for DH programme funding to be allocated to local authorities in 2014/15. Engagement planned to build on implementation communications to date to focus more on strategic leaders (politicians and chief executives) and more timely sharing of information on decisions / progress made. Ensuring a better flow of communication on progress within work-streams, including where decisions are still to be made and key decision points.
4	Paying For Reforms: Failure to fully estimate additional costs from reforms	Seb Habibi	A/R	Triangulation approach involving DH and local authority financial modelling and independent quality assurance. Joint work between DH, LGA and ADASS to demonstrate impact of local authority spending power and inform next spending review. Focus on how to de-risk implementation requirements for 2015/16 so affordable and optimise resource allocation methodologies to address distributional impacts. Assessment & Eligibility Task and Finish Group will coordinate a programme of further analytical work over Q2/3 2014 to review the impact of the second draft regulations to support understanding of the impact, and improvements for the final regulations to be laid before Parliament.
11	People: Insufficient programme capacity	Clara Swinson	A/R	Prioritisation and focus of available resources . Additional resources secured as part of business planning for 2014/15. Immediate action being taken to recruit to these additional posts. Targeted use of programme funding to fill gaps in capability to support implementation. ADASS investment to ensure sufficient representation in work stream working groups. Additional resource secured by the PMO to coordinate implementation support and assurance activity across the work streams. Profiling resourcing needs across the different phases of the programme in 2015/16 and beyond.
5	Communications: Failure to raise public awareness	Stephen Pollock	A/R	Recruited additional capacity to support implementation and strategic comms. Delivered a targeted series of media briefings to set stories straight and a myth busting product for the media so that lines are consistent and accurate. Engaged marketing experts via PHE to develop the public awareness campaigns for people with an existing care need and the general public audience groups.
Major Issues – None identified				

	RAG Status	
RAG this period	Programme	Previous period
A/R	Programme	↔
R	Inherent	↔
A	Local Delivery	↔
A	Progress against plans	↔

Key Points

Inherent status remains Red. This assessment is unlikely to change significantly throughout the lifetime of the programme as these factors cannot be completely mitigated and will remain through the life of the programme. Next point at which inherent status may change is following publication of regulations and guidance in October and completion of second implementation stocktake survey when the programme's Risk Potential Assessment will be refreshed.

Local delivery remains Amber. Main concerns relate to sufficiency of funding both in aggregate and distribution to meet demands as well as local change management capacity. Successful bid for DH programme funding to be allocated to local authorities in 2014/15 is key. Further information on local authority preparedness will be obtained through the forthcoming implementation stocktake survey in April / May. Importance of commitment to publish a package of regulations and guidance for consultation in May recognised and programme resources being focussed on delivery.

Key Milestones - taken from critical path

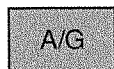
Key milestones this period	Next Period	Future Key milestones
<ul style="list-style-type: none"> • Care Bill in Commons: intro / 1st read (11/13); committee (01/14); report / 3rd read (02/14) [completed 03/14 delayed 02/14]; • Draft specification of Information system requirements for discussion with LAs (01/14) [published 01/14 delayed from 12/13] • Draft guidance and regulation to Ministers for clearance (03/14 – 04/14) [on track for majority of package] 	<ul style="list-style-type: none"> • Cross government clearance for consultation on regs and guidance (04/14) [on track for majority] • Local implementation stocktake (04/14) • Workforce Capacity Plan (04/14) and Workforce L&D needs matrix (04/14) • Submissions to Ministers on Charging / Financial Assessment policy (04/14) • Draft DPA and Charging/Financial Assessment guid. and regs to Ministers for clearance (05/14) and Cross government clearance for consult DPA and Charging/Fin.l Assessment guid. and regs (04/14) • Ping pong / [REDACTED] • Consult draft regs, guid. and IAs for 15/16 (05/14) • Statement on minimum viable IT requirement (05/14) [delayed from 03/14] • L&D capacity planning tools & resources (06/14) <p>[All on track unless stated otherwise]</p>	<ul style="list-style-type: none"> • L&D programme, minimum specification (07/14) • Consultation draft regulations, guidance close (08/14) • L&D providers / trainers ready for 2015 (09/14) • Cross-government clearance for final package of regulations and guidance (09/14) • Local implementation stocktake (10/14) • Consult allocations formulae for 15/16 (10/14) • Publish regulations, guidance and IAs (10/14) • LA Information Technology systems in place (10/14) • Comms for people with care needs / carers (10/14) • Consult draft regulations, guidance and IAs for 16/17 (11/14) • 2015/16 Finance Allocations (12/14) <p>[All on track]</p>

RAG Status Definitions

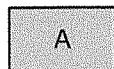
For the overall Programme and Local Delivery



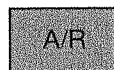
Green - Successful delivery of the programme to time, cost and quality seems highly likely and there are no major outstanding issues that appear to threaten delivery significantly.



Amber/Green - Successful delivery appears probable however constant attention will be needed to ensure risks do not materialise into issues threatening delivery.



Amber - Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost schedule overrun.



Amber/Red - Successful delivery is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and whether resolution is feasible.



Red - Successful delivery appears to be unachievable. There are major issues on programme definition, schedule, budget required, quality or benefits delivery, which at this stage do not appear to be resolvable.

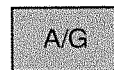
Inherent

This should be taken from and reflect what has been recorded in the Programme Risk Potential Assessment (RPA). The RPA will be revisited as the programme progresses and amended to reflect the stage of delivery that the programme has reached.

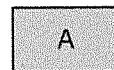
Plans



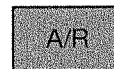
Green - Detailed plans are in place these have been approved and are being actively managed and tracked by the programme or **90% or more** of all major deliverables and key milestones are being delivered or are on track to be



Amber/Green - Plans exist however there are gaps and dependencies are not fully understood. Plans are reviewed (at least monthly) and steps taken to address slippage or **60-89%** of all major deliverables and key milestones are being



Amber - Plans are at a high level only and need to be further developed with required detail or **30-59%** of all major deliverables and key milestones are being delivered or are on track to be delivered to plan.



Amber/Red - There is no detailed plan and a limited number of key milestones for delivery have been identified or **10-29%** of all major deliverables and key milestones are being delivered or are on track to be delivered to plan.



Red - Re-planning is required or **less than 10%** of all major deliverables and key milestones are being delivered or are on track to be delivered to plan.