

Improving Lives Portfolio - (as per Project Highlight Reports, submitted June 2019)

Ref	Programme & Brief Overview	Program me Status (Last Month)	Program me Status (This Month)	Trend	Project Status	Savings Targets					Savings at Risk / Slippage & Over / Early delivery			Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
						2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	2019/20 & Previous Years (£000)s	2020/21 (£000)s	2021/22 (£000)s			
	Improving Lives Portfolio	On Target	On Target	Same		12,575	4,827	1,142	348	18,892	-2,828	-80	-2,908	130	-3,038	<p>The overall portfolio status is on target. There was significant early delivery of savings during 2018/19 against a number of projects, including Targeted Reviews. This is a positive position. The portfolio is currently projecting early / over delivery of £3m across all years.</p> <p>The Interventions for adults 65+ and the Commissioning and Direct Services Programmes remain experiencing obstacles and mitigating action is planned to avoid impact on future years savings.</p>
AS CH 180 123	Promoting Independence Interventions This programme of work will look at changes across 3 main areas detailed below:	On Target	On Target	Same		9,911	3,568	1,142	348	14,969	-3,172		-3,172		-3,172	<p>Overall the Promoting Independence Interventions Programme is on target with overall targets projected to be over delivered by £3.2m across all years.</p> <p>Adults 65+ is reporting as experiencing obstacles. Although three of the four projects are individually reporting 'experiencing obstacles' - this only accounts for 4% of the in-year savings. Mitigating actions are being taken to address these obstacles. The major project, Reablement is on track and due to deliver £1,119m.</p> <p>Adults 18-64 - On Target. All projects are reporting overachievements of savings targets. The emerging area of risk this month is the reduction in referrals being progressed in the Transitions project. Early indications suggest that this is the impact of referrals now being triaged by Notts Enabling Service (NES), which is over achieving its activity in this area. Work will take place over the next few weeks to look in to this issue further. Work to implement the Housing with Support Strategy is underway with early work showing positive results in reducing the number of vacancies and therefore costs across the young adults accommodation system. Further work is underway to confirm the projected savings delivery against the combined targets.</p> <p>Cross Cutting - On Target. The Cross Cutting Interventions Programme delivered savings early and across all years the total target is anticipated to be achieved(and exceeded).</p>

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AS CH 180 2	<p>Interventions for Adults aged 65+: This work brings together 4 areas of activity:</p> <ul style="list-style-type: none"> •Improve best practice and decision making in support planning (including in hospital settings). •Increase capacity in reablement •Ensure short term provision is used to maximise independence •Greater provision of Housing with Care (Extra Care). <p>Example Benefits:</p> <ul style="list-style-type: none"> •More adults aged 65+ completing START reablement. • A shorter average time spent in START, helping to increase capacity. • More service users will have benefitted from appropriate short term intervention, to support them to greater levels of independence. • Greater sharing of best practice will allow for improved consistency in support planning across teams, leading to improved outcomes for service users. • More service users are on a more appropriate pathway, giving them a more independent ongoing level of care. 	Experiencing Obstacles	Experiencing Obstacles	Worse	OT	<p>Reablement: This month the transforming reablement project remains on target. 183 service users completed reablement with START in May 2019. 77% of these service users required no ongoing homecare following their reablement.</p>										
					EO	<p>Housing with Care: Project status is same as last month, 'experiencing obstacles'.</p> <p>Further work is ongoing to update the finance models. The will ensure that there is a clear understanding of where saving can be made and how they are recorded and reported going forward. National expertise is being provided from the Housing Learning and Improvement Network (Housing LIN) to support further detailed work on implementation of the Housing with Care Strategy</p>										
					EO	<p>Best Practice in Support Planning: The project is being reported as 'experiencing obstacles'. Promoting Independence Meetings, which all the teams are introducing as a forum for sharing best practice, started in quarter 4 18/19 and quarter 1 of 19/20. This was later than originally anticipated. Promoting Independence Meetings have now commenced across all Older Adults Teams. As a result, it was not possible to evidence savings from this work in 2018/19 and therefore the savings target of £130K for 2018/19 been rolled into 2019/20. The new target for 2019/20 is therefore £260K. A review by the Project team of anticipated savings has identified the potential for £195K in year savings. Whilst this is £65K lower than the savings target, the project has taken a prudent approach to calculating possible savings at this stage. As part of the mitigation, the project is undertaking work with the relevant Older Adults Group Managers in July & August to confirm the savings required from each district and what activity will be necessary to bridge the current savings gap.</p>										
					EO	<p>Commissioning in Hospital Discharge Packages: The project aims to provide opportunities to support people to achieve even more independent and sustainable outcomes by being discharged on the most independent pathway into the 'right' service at point of hospital discharge by increasing suitable use of reablement services; wider community/voluntary services; improving multi-agency/disciplinary decision making between health and social care and by reducing avoidable use of double carer care packages, short-term placements whilst maintaining the Council's excellent delayed transfer of care (DToc) position.</p> <p>The project has not yet been able to find a reliable solution to enable automated reporting of accurate average weekly unit cost of care packages for 2019/20. Finance has agreed for the project to report indicative savings based on the volumes of people entering each service provision at point of hospital discharge.</p>										

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AS CH 180 3	<p>Interventions for Adults aged 18-64: The overall aim of this work is to ensure service users are supported to live as independently as possible with a good quality of life. This work will focus across three areas below:</p> <ul style="list-style-type: none"> • Promoting independence in current settings. • Supporting service users to live as independently as possible. • Preparing for Adulthood – Improving Transitions between Children’s and Adult’s Services. <p>Example Benefits:</p> <ul style="list-style-type: none"> • Reduction in the number of support / outreach hours commissioned in existing settings (e.g. supported living schemes / residential care) through active reviewing and better use of shared hours and negotiations with providers. • More people supported to move into a more independent setting (e.g. from residential care to supported living, or from supported living into general needs accommodation. • More people receiving short-term enablement support that helps maximise their independence for longer. • Some service users may have earlier engagement than they might otherwise have done from the Transitions Team. 	On Target	On Target	Same	OT	<p>Housing with Support: This project is currently on target. This work combines three existing projects, Reductions in Long Term Care Placements, Promoting Independence in Supported Living and Outreach Services and Alternatives to Residential Care. The Housing with Support work will then go on to build upon these existing projects, by implementing the Housing with Support Strategy which seeks to ensure the effective management of the whole Younger Adults Accommodation landscape, ensuring where housing is a requirement of meeting someone’s support needs, that this is done in the most appropriate setting to support independence.</p>										
					OT	<p>Notts Enabling Service: Project is on target for June 2019. The number of younger adults having their independence promoted by the team through focussed work to learn or regain life skills is currently 41 per month, this is against a target of 32.5. These activity levels and the positive outcomes for individuals means in turn there is a decrease in the on going level of support needed. The result of this is that NES savings currently stands at £186,854 in year for 19/20.</p>										
					OT	<p>Transitions: Work to promote the independence of people transitioning in to adults services continues to be successful. This in turn has resulted in a reduction in the level of support needed and therefore this is project is on target to deliver against it savings target. The number of people the team have worked with has slowed down in period 3 as fewer referrals have been received. This will be kept under review to determine if this is changes next month.</p>										

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AS CH 180 4	<p>Cross cutting interventions: This work refers to intervention that applies to service users aged 18-64 and 65+, and includes work across:</p> <ul style="list-style-type: none"> • Reviewing. • Direct Payments. • Further Investment in Assistive Technology (AT) to Promote Independence. • Income Generating Projects. <p>Example Benefits:</p> <ul style="list-style-type: none"> •More service users will be reviewed earlier or more frequently than previously, maximising the opportunity to increase or maintain their independence and reduce reliance on formal support. •Increased use of community and voluntary support options for existing service users to maximise their independence, and subsequent reduced use of homecare, day services, transport services and other paid for sources of support. •Increased use of Personal Assistants and Pre Paid Cards. •Increased ability of service users to use Assistive Technology to self-care and remain independent for longer, and increased opportunities to prevent falls and reduce hospital admissions. •Increased income generation. 	On Target	On Target	Same	OT	<p>Targeted Reviews (C07): By year end it is projected that £1.1m in year savings will be achieved. This means that, when taking into account the early delivery of savings in former years, by March 2020 the project will have exceeded its £8.5m savings target by £1.6m.</p> <p>The % of reviews (of packages of long term care) undertaken in the previous 12 months was 70.53% at the end of May against a target of at least 80% by year end. This is despite the number of reviews undertaken increasing each month, and is because almost half of those service users reviewed in June had already had a review undertaken within the last 12 months.</p> <p>Various mitigations are in place to ensure the % reviewed is maximised and to strive to ensure that, in the near future, all service users supported by the department receive at least annual reviews. These mitigations apply to reviews undertaken by both the central and district reviewing teams. As part of these mitigations, a workshop was held at the end of June to map the current 'as is' process for reviews in order to inform what improvements can be made to this.</p>										
					OT	<p>Review the benefit rates and minimum income guarantee levels used to calculate service users' contributions towards the cost of their care and support: Based on income invoiced to date, projected year end additional income / savings are in line with the profiled target of £2.6m.</p> <p>As expected, the levels of approved short term waivers and number of approved Disability Related Expenditure (DRE) cases above the £20 standard allowance are already exceeding last year's baseline as a result of the changes to the contributions policy.</p>										
					OT	<p>Further Expansion of Assistive Technology to Promote Independence (C08): Savings for 2019/20 will be validated in July (based on Quarter 1 information). However, there is confidence that the cost avoidance targets will be achieved.</p> <p>Timelines for the AT pilot that will focus on higher cost packages with an enhanced AT assessment and intervention offer have been brought forward so that the information is available to inform a proposal to Members for the potential of additional savings by November 2019.</p>										
					EO	<p>Brokerage for Self-Funders - full cost recovery: As from w.c. 08.07.19, 93 users of the brokerage service will be charged, which by year end equates to income of £8.4k. It is too soon in the year to know if any actual shortfall by year end will be met by over-achievement against other fee areas, as was the case last year.</p> <p>Various mitigations are in place in order to close the income gap. In the meantime, it is anticipated that the project's status will remain as 'Experiencing Obstacles' for the foreseeable future.</p>										
					EO	<p>Direct Payments: The project is to be closed at end July. However, ongoing tracking and oversight of the project's activity measures will continue until all are all on target. Those still off target include:</p> <ul style="list-style-type: none"> •% of new Direct Payment (DP) packages year to date that are Personal Assistants (PAs): actual is 20% against a 50% target. This is a slight increase from the 16.31% reported last month. Mitigating activities to increase this % are ongoing, including securing approvals for ongoing resource requirements. •Reduction in the average non-completion rate of DP audits from 15% to 5%: actual is still 15%, all due to the non-return of information by relevant service users (eg bank statements). In mitigation, there is now a full complement of DP auditors following a period of post vacancies. However, progress on working through the backlog will remain slow whilst the new employees are inducted and trained up. •Annual DP recoup income target of £1.796m: actual so far for Quarter 1 is down on the same period last year. However, the month to month figures are known to fluctuate and so it is too early to form any judgement on whether the year end target is at risk. This will be known more accurately mid year. The lower income in the first quarter is highly likely to be due to resource issues referenced above. It will not be due to a drop in the level of recoup funds available. <p>The project's Experiencing Obstacles status also reflects the slippage to timescales to embed the DP calculator into Mosaic and introduce a new Direct Payment Support Services (DPSS) model. Work to embed the calculator is now progressing, and proposals for the DPSS model will be brought to Members over the coming months</p>										

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AS CH 180 1	Early Resolution	On Target	On Target	Same												<p>The programme is on track.</p> <p>The 3 Tier project status is currently performing above target and it continues to reduce the number of referrals sent from Adult Access Service to district teams that could result in the completion of a care and support assessment.</p> <p>The projected savings for Carers are unlikely to be met during this financial year due to commissioning delays for the new Carers Hub and Engagement and Promotion Services. Mitigation: work will be required by the Mosaic and IT teams to ensure that tier 2 assessments are available at contract commencement. Additionally the Carers Team based within the Adult Access Service are working to keep waiting times for assessments to a minimum to ensure that, where possible, people can be offered tier 2 assessments from 1st November rather than remaining on the current wait list.</p>
	<p>Programme relates to interventions that occur when someone first contacts/accesses services.</p> <p>This programme extends the existing Early Resolution project through the adoption of the 3 Tier Model to engage with people who approach the Council for care and support:</p> <ul style="list-style-type: none"> •Tier 1 connects people to local resources •Tier 2 helps where more that Tier 1 support is required, offering swift and appropriate support to help people regain their independence or develop new skills. This may include access to short term support. •Tier 3 helps those people who, after Tier 2, have ongoing care and support needs. <p>This approach applies equally to Service Users and Carers.</p> <p>Example Benefits:</p> <ul style="list-style-type: none"> • A reduction in the number of people assessed for care and support and subsequent long term support by providing an alternative way of meeting their needs earlier. • Fewer people will be formally assessed, but short term support will be provided to more people to help maintain or increase their levels of independence. • Increased capacity in district social care teams to deal with the most complex cases. 				OT	<p>Early Resolution (Consulted on as - C05 New operating model for the Social Care Pathway): The project status remains on target. The project continues to reduce the number of referrals sent from the Adult Access Service (AAS) to district teams that may result in the completion of a Care and Support Assessment (CASA).</p> <p>The 2019/20 savings target requires no more than 2050 case referral requests which may result in the completion of a CASA to be sent from AAS to operational district teams. The project has agreed a new higher stretch target of no more than 1863 case referral requests which may result in the completion of a CASA to be sent from AAS to operational district teams.</p> <p>In summary, the year to date number on Care and Support Assessment (CASA) referrals is 389, the target for the year to date was to have referred 465 CASA's. This is a more ambitious target than we started the year with as performance has been so good to date.</p>										
					AR	<p>New ways of working for carers: The projected savings for carers formed part of the overall changes to carers services which will see the introduction of a tier 2 assessment process. At this stage carers specific needs will be looked at and a one-off payment made to meet those needs rather than the annual £150 or £200 which is provided currently. The implementation of these tier 2 assessments is dependent on the implementation of the new Carers Hub contract which was initially due to be in place April 2019. Due to issues with regards to joint funded commissioning activity these timescales have now slipped with the new service not anticipated commencing until 1st November 2019 significantly reducing the time available to make the previously projected savings. The Carers Team are also currently awaiting advice from Legal Services with regards to the timescales required to implement the new carers offer.</p> <p>Mitigating actions to reduce the impact of this delay work will be required by the Mosaic and IT teams to ensure that tier 2 assessments are available at contract commencement is already in the planning phases to avoid any further delay.</p>										

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AS CH 180 5	Commissioning & Direct Services	Experiencing Obstacles	Experiencing Obstacles	Same												Leivers Court closed as planned on 21st June and the building was handed back to Property. The dates for the closure of the two remaining Care and Support Centres have been agreed as James Hince 30th September 2019 and Bishops Court 27th March 2020 and current projections are that the projects savings profile will be delivered as planned. The Integrated Community Equipment Loan Scheme project remains experiencing obstacles pending the outcome of current negotiations in relation to partner contributions. The status for the projects and the overall programme remain the same as last month.
	OT				Care and Support Centres (OfC C03): Leivers Court closed as planned on 21st June and the building was handed back to Property. The dates for the closure of the two remaining Care and Support Centres have been agreed as James Hince 30th September 2019 and Bishops Court 27th March 2020 and current projections are that the projects savings profile will be delivered as planned. The re-tender exercise for assessment beds, to replace capacity lost with the closures, has closed but there has been very limited interest from the market. In the south of the county, the use of health beds is working well and whilst other options are still being explored, it is anticipated that this provision will be utilised in the short-medium term.											
	OT				Review of Day Services: Savings from the internal day service review package changes undertaken, as evidenced by last month's Service User Costing Report, total £37k. This will increase to £64k once other package changes are reflected in Mosaic. There is also indicative savings of £77k towards 2020/21. The projected savings so far from the external day service reviews is £33k, with further savings anticipated. This means that so far projected savings are £97k against a target of £135k, i.e. a gap of £38k. There is confidence that this will be met from some further changes expected to Health funded packages and outcomes from external review activity that have not yet been reported. Reported savings are gross and do not take into account client contributions. The client contribution average percentages across community care are 26.3% for OA and 5.0% for YA.											
	OT				Review of external contracts: Potential savings have been identified against three contracts which, subject to the outcome tenders or negotiations, would deliver savings totalling of £125k											
	Closed				Savings from revised Contractual Arrangements: £50k savings target delivered											
	AR				County Horticulture and Work Training Service: Development of Brooke Farm Site: The required surveys have been completed and works are expected to be completed by the end of the year. The Retail Manager has been appointed is currently focusing on the product mix and pricing strategy - and is working in conjunction with the Commercial Development Team. Skegby: Completed and closed. Horticultural Operatives: Initial work started with the I Work team to identify alternative employment for Horticulture Operatives											
	AR				Development of Shared lives: The service has now recruited to the manager post, which should free up additional capacity to secure more households to the scheme. The service is also going to recruit to a senior coordinator post to further expand the capacity. The operational measures concerned with increasing the number of shared lives households, will continue to report throughout 2019/20. The status for this project will remain at risk pending achievement of the original target of 30 new care families joining the scheme. NCC have committed to working with Shared Lives Plus who are the national organisation for Shared Lives. Shared Lives Plus will provide a comprehensive understanding of the strengths of the current NCC Shared Lives scheme and areas for development. It will also inform a business case for development of Shared lives, outlining growth and investment projections over a 3-5 year period.											
	EO				Integrated Community Equipment Loan Scheme (ICELS): The status for the project will remain as experiencing obstacles until we have confirmation that the current re-negotiation of the partner contributions have been completed. It is anticipated that there will be a reduction in the NCC contribution sufficient for this project target to be met and at that point the project will then be closed.											
OT	Maximise the income available to the Council's directly provided adult social care services: The service continues to explore the potential to meet the target for this project by an alternative delivery method. For the current year the saving will found through small service underspends across the directorate.															

Successful delivery of the project to time, cost and quality is achievable and there are no major outstanding issues at this stage that threaten deliver
Successful delivery is probable, however, there are minor issues which need resolving to ensure they do not materialise into major issues threatening delivery. This is an early warning category, if the minor issues are resolved in a timely manner, it is unlikely that project savings will be put / remain :
Based on available evidence, successful delivery still appears feasible but significant issues exist with scope, timescales, cost, assumptions and/or benefits. Issues appear resolvable, but action is required
Based on available evidence, successful delivery of the project appears to be at significant risk. There are major issues with project scope, timescales, cost, assumptions and/or benefits. Immediate action required to resolve issues
Project benefits have been achieved, or there has been an official change to the benefits profile (through change control) so the project is complete or declared undeliverable
Awaiting major points of clarification / decision-making to enable PID and plan to be completed