

Improving Lives Portfolio - Programme Status Report December 2018

Ref	Programme & Brief Overview	Programme Status (Last Month)	Programme Status (This Month)	Trend	Project Status	Savings Targets (£000)s					Savings at Risk / Slippage / Over delivery (£000)s					Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT	
						2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s	Previous Years (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s				Total (£000)s
	Improving Lives Portfolio	On Target	On Target	Better		8,569	9,743	5,599	331	24,242	-3,138	-5,871	-188	0	0	-9,197	22	-9,219	The overall portfolio status is on target. The Status remains On Target despite two programmes being assessed as experiencing obstacles as there are a number of other projects expected to over achieve, including Targeted Reviews and Continuing Health Care and therefore in 18/19 we are forecasting to overachieve savings targets. This is a positive position but there are still a number of projects that are not currently achieving their activity measures, mitigating action is planned to avoid impact on future years savings.
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	Better		7,027	7,389	4,340	331	19,087	-3,318	-5,691	-452			-9,461	22	-9,483	Overall the Promoting Independence Interventions Programme is on target and is reporting an over achievement for 18-19 of circa £5.7 million.  Within the 65+ programme the Housing with Care project is experiencing obstacles. Work is ongoing to mitigate the situation and overall due to activity and delivery of other projects the 65+ Programme remains reporting as on target.  The 18-64 programme status remains on target this month. The Reducing the Costs of Residential Placements project remains experiencing obstacles and the Reduction in Long Term Care Placement remains At Risk. However, the programme overall is over achieving it's savings target.  The Cross cutting programme continues to over deliver due in large part to the over delivery of targeted reviews and the increased collection of continuing health care funds
AS CH 180 2	Interventions for Adults aged 65+: This work brings together 4 areas of activity: •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).  Example Benefits: •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.	On Target	On Target	Same	OT	Reablement: This month the transforming reablement project remains on target.  The number of people completing reablement during November 2018 was on target. The current target for 18/19 is 75 additional people completing reablement compared to 2017/18. The actual number of additional people who completed reablement up to the end of November 2018 was 74 compared to this time last year. This target is for the approved savings only and not the wider transforming reablement project.  During December stage one of the ICT design and discover work was completed which set out the concept of the "future state" START workflow. This concept was approved by the project steering group on 13 December 2018. Recruitment activities continued in relation to the additional hours provided by the winter pressures funding. Workshops with staff were held to review the information required to manage the START caseload.  On 10 December 2018 the Adult Social Care and Public Health Committee approved additional targets and savings to be achieved through the transforming reablement project in 2019/20 and 2020/21.  Throughout January 2019, the main focuses of the project will be to identify the more detailed business requirements of the "future state" workflow and baseline benefits, following approval of the concept. There will also be a programme of communication to reinforce the key messages about the START service, including refreshed approaches to making referrals to the service. Work will continue to progress the go live of the performance dashboard.  N.B. The performance data in monthly highlight reports relates to the previous months due to data availability i.e. December's highlight report contains November performance data.													
					OT	Best Practice in Support Planning: The project status remains as reported last month - on target.  As this project has successfully started to be rolled out across YA teams, focus has turned to planned support for OA assessment teams, with the commencement of weekly Promoting Independence Meetings (from Feb 2019 which will be: •Led by Team Managers and initially supported by ASC Transformation Team colleagues •Linked to clear performance metrics, using bespoke dashboard to be co-produced with Older Adults managers with the Transformation Team •Use a case review approach to encourage the whole team to contribute ideas towards positive risk taking that promotes independence •Support the review of good practice and continuous improvement, with some initial capacity from the ASC Transformation Team to develop the ideas that teams want to put forward •Provide opportunities to replace other decision making forums in the teams  The OA dashboards are on track to be delivered in January 2019.													
					OT	Commissioning of hospital discharge packages: Finance have agreed that savings attributed to the START/Reablement project within the first two weeks of discharge from hospital will be taken off the £251k saving target (including project staffing costs) attributed to the hospital discharge project. This has now been confirmed to be a £90k reduction leaving £161k saving target attributed to the hospital project.  Analysis of data relating to hospital discharge cases between Feb- Apr 2018 against the Service Users Costing Report of homecare commissioned packages provided a small sample size which could not be confidently defined as accurate baselines to set target measures for hospital teams. The project may consider using 'trends' for initial target setting (substituted for baseline targets) with a prediction of positive trend changes going forward. Separate target savings for each hospital team will be agreed following Interactive demand volume and cost modelling sessions with hospital GMs and TMs.													
					EO	Housing with care: This projects experiencing obstacles status will be maintained until the new Housing with Care units are filled, which is anticipated to be by end of March 2019.  The savings for 18/19 will now be delivered in 2019/20, the £62k saving for 18/19 was based on having 42 units open during the year and assumed that these units would be filled for at least 31 weeks. To date Town View has not yet opened so 10 units have been unavailable to us and there has been a high turnover at Gladstone House meaning we are yet to see full occupancy.													

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AS CH 180 3	<p><b>Interventions for Adults aged 18-64:</b></p> <p>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"><li>• Promoting independence in current settings.</li><li>• Supporting service users to live as independently as possible.</li><li>• Preparing for Adulthood – Improving Transitions between Children's and Adult's Services.</li></ul> <p><b>Example Benefits:</b></p> <ul style="list-style-type: none"><li>• 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.</li><li>• 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.</li><li>• More people receiving short-term enablement support that helps maximise their independence for longer.</li><li>• Some service users may have earlier engagement than they might otherwise have done from the Transitions Team.</li></ul>	On Target	On Target	Better	AR	<p><b>Reduction in long-term care placements:</b> The project status remains at risk, however, savings resulting from moves from residential care to more independent settings continue to be delivered and at risk savings are reducing. There was an under delivery against previous years savings targets of £251k and this amount therefore slipped into 2018/19. Activity during 2018/19 to date has over delivered against remaining savings targets by £136k and therefore the savings remaining outstanding for delivery across all years have reduced to £115k currently.</p> <p>As referenced above significant progress has been made during the first 3 quarters of 2018/19. 34 service users have moved out of residential care to a more independent settings and a further 4-5 moves are anticipated this financial year. 4 of the completed moves have however cost more than the previous setting due to the complexity of the individuals needs and 1 individual has recently moved back into residential care and this has meant a reduction of £20k in savings delivered this year.</p> <p>The contracts of the Community Care Officers and Advanced Social Work Practitioner who support individuals to move to supported living were extended until March 2020 during quarter 3 which means that there will be the required resource available to deliver any savings remaining outstanding by year end.</p> <p>Work continues to progress with the Community Living Networks, which enable moves out of supported living, work is currently underway with finance to agree savings attached to this work.</p>	OT	<p><b>Ensuring cost-effective services for younger adults through alternative accommodation:</b>This project is now reporting as on target. This is because the contracts for the employees delivering the activity linked to 19/20 savings have now been extended, this was the issue previously placing the project at risk. The Housing with Support Strategy will be submitted for Committee consideration in February and the planned activity can be undertaken.</p>										
						OT		<p><b>Promoting Independence in supported living and outreach services:</b>Project status has now changed from at risk to on target and is reporting no savings at risk for 18/19. The target was £1.250m and the project has now achieved £1.304m.</p>										
								EO	<p><b>Reducing the Costs of residential Placements - Younger Adults:</b>This project is reporting as experiencing obstacles, this is due to some additional activity required with providers and not because it has not achieved its savings targets. The savings achieved across all years is currently £2.805m i.e. a surplus of £305k above the target.</p> <p>As the project has achieved it's savings target overall the focus is now on writing a strategy to better manage the YA Residential Care market. This work is being undertaken by Strategic Commissioning with work underway to engage the market.</p>									
						OT			<p><b>ASCH Strategy - Improving Lives &amp; Notts Enabling Service:</b> This project remains on target this month.</p> <p>The Improving Lives savings is on track, currently forecasting £246k against a target of £175k for 2018/19. NES costs avoidance is on track, currently forecasting £343k for PIWs against a target of £200k for 2018/19. It has been agreed that £80k of this projects savings should be moved to the Early Resolution Project in acknowledgement of the link between the two projects, the over achievement against this project has been adjusted accordingly.</p>									
					OT		<p><b>Preparing for Adulthood:</b> This project remains on target to over deliver savings. Savings are being delivered as a result of dedicated Transitions staffing capacity working with individuals to maximise their independence and identify support available within the community. More interventions have been undertaken by the transitions team to maximise peoples independence than planned and as a result the 2017/18 savings target was overachieved by £56k.</p>											

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AS CH 180 4	<p><b>Cross cutting interventions:</b> 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"><li>• Reviewing.</li><li>• Direct Payments.</li><li>• Further Investment in Assistive Technology (AT) to Promote Independence.</li><li>• Income Generating Projects, e.g. Improved Collection of Continuing Health Care Contribution.</li><li>• ASC&amp;PH Strategy Phase 2.</li></ul> <p><b>Example Benefits:</b> •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.</p> <ul style="list-style-type: none"><li>•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.</li><li>•Increase in alternative methods of review utilised.</li><li>•Increased use of Personal Assistants and Pre Paid Cards.</li><li>•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.</li><li>•Increased income generation.</li></ul>	On Target	On Target	Same	EO	<p><b>Direct Payments:</b> This project under delivered against it's previous years savings by £100k but including the full year effect of activity during 2018/19 which will deliver savings in 2019/20 the savings targets across all years are anticipated to be over delivered by £488k in total.</p> <p>Despite the positive savings position the project remains experiencing obstacles as the target for the recruitment of additional Personal Assistants (PA) is still not being met (actual of 14.9% against a target of 50%) and due to the ongoing challenges of embedding the direct payments calculator into Mosaic (this would support colleagues in assessing individual for a Direct Payment).</p> <p>In mitigation, emails have been sent to Teams not meeting PA recruitment targets and DP project staff have been attending Team Meetings to promote the benefits of using PAs. A report requesting ICT coding support to embed the DP Calculator into MOSAIC will be submitted to the ICT Board / Gateway meeting.</p> <p>Although the projects savings profile is due to finish in March 2019 and savings targets are projected to be over delivered the current reporting structure / governance will continue beyond then to monitor the achievement against the projects key measures.</p>												
					OT	<p><b>Targeted Reviews:</b> In terms of savings, the project is currently over-achieving against its £2.010m target for 2018/19 by £1.799m, and there is already £1.111m worth of savings achieved towards next year's savings target of £2.000m from the full year effect of review activity undertaken already this year. As further savings are anticipated by year end a change request was approved at the January meeting of the Improvement and Change Sub Committee to accelerating £2m of savings from 20/21 to 19/20. The change in the project's savings profile will be reflected in the highlight report next month.</p> <p>The % of reviews (of packages of long term care) undertaken in the previous 12 months has decreased from 73.32% at the end of November to 72.50% at the end of December, against a target of 80%. Whilst this is a downward trend, it is still higher than the same time last year, and likely to be due to Christmas leave.</p> <p>The actual value of package reductions following reviews on YA packages is also below target, at £530k actual year to date against a target of £860k by year end. As we are already nine months into this financial year, and so less in year effect will be achieved from YA reviews undertaken between now and the end of March, it's unlikely that the £860k target will be met. However, any shortfall is likely to be made up by over-achievement against the equivalent OA measure, which is currently at £1.356m actual year to date against a target of £1.140m by year end.</p>												
					OT	<p><b>Improved Collection of Continuing Health Care Collection:</b>No change from last month - overachievement remains at £3.568m.</p> <p>All schedules have now been agreed for quarter 1 with Health partners.</p>												
					EO	<p><b>Brokerage for Self Funders:</b> Projected in year income by year end has increased slightly to £6.2k, a shortfall of £21.8k against the annual target. This shortfall continues to be met by over-achievement against other fees.</p> <p>The % of eligible service users being charged has increased slightly from 34% last month to 38% this month. However, this is still well short of the 100% target and the following mitigating actions are being undertaken:</p> <ul style="list-style-type: none"><li>•Outstanding signed brokerage agreements are being chased by staff in the Central Reviewing Teams. There are now 33 outstanding, and 9 in progress.</li><li>•For new agreements being set up, alerts are sent by Adult Care Financial Services to the relevant District Teams, to ensure the necessary brokerage agreements are signed.</li><li>•An automated report is in development that will outline all outstanding brokerage requests sent to the Districts.</li><li>•Communication with staff on the new brokerage process in Mosaic and updating of the guidance in the policy library is to be undertaken.</li></ul>												
					OT	<p><b>Assistive Technology:</b> As previously reported, the project is still on target to significantly exceed the net savings target of £174k as validated net in year savings based on the first six months of activity are £965k and, together with carried forward validated cost avoidance from 2017/18 of £1.3m, this brings the total in year savings to £2.3m. However, this over-achievement has not been reflected in the cashable benefits section below (as with last year's over-achievement) against the target of £174k as this is cost avoidance and the AT project is an enabler for other projects reporting savings. However, the project's success to date is being taking into account as part of wider considerations of any future additional target setting, either to this project or other projects to which it as enabler.</p>												
					OT	<p><b>Review the benefit rates and minimum income guarantee levels (MIG) used to calculate service users' contributions towards the cost of their care and support:</b>A report was approved at the December ASC&amp;PH Committee to phase the introduction of the revised policy for calculating individual contributions, which changed the savings profile as follows: instead of £3.873m in 2019/20, only £2.8m will be realised in 2019/20 and the remaining £1.073m will slip to 2020/21. Adult Care Financial Services have recalculated all the financial assessments back to original MIG rates, and all SUs have been notified. Refunds to DP SUs, where relevant, will be issued on or before 6th January.</p> <p>Work has started to implement the revised mid-point MIG rates from April 2019.</p>												

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 at risk
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.