

Project Status Report as at December 2018

Status Key

On Target	Successful delivery of the project to time, cost and quality is achievable and there are no major outstanding issues at this stage that threaten delivery
Experiencing Obstacles	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.
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
Compromised	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.
Closed or Completed	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
No Status	Awaiting major points of clarification / decision-making to enable PID and plan to be completed.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable benefits					Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s		
Adult Social Care & Health	Targeted Reviews (C07)	On Target	On Target	2,010	2,000	2,000		6,010	-1,799				-1,799		-1,799
Adult Social Care & Health	Review the benefit rates and minimum income guarantee levels used to calculate service users' contributions towards the cost of their care and support.	No Status	On Target		2,800	1,073		3,873							
Adult Social Care & Health	Care and Support Centres (OfC C03)	On Target	On Target	804	1,927	831		3,562							
Adult Social Care & Health	Promoting Independence in supported living and outreach services. (C02 2014 & C01 2016)	At Risk	On Target	1,250	625	100		1,975	-54				-54		-54
Adult Social Care & Health	Early Resolution (Consulted on as - C05 New operating model for the Social Care Pathway)	Experiencing Obstacles	On Target	432	319	416		1,167							
Adult Social Care & Health	Improving Collection of Continuing Healthcare funding	On Target	On Target	500				500	-3,568				-3,568		-3,568
Adult Social Care & Health	Supporting the use of best practice in the commissioning of Older Adults' care services	On Target	On Target	130	130	199		459							
Adult Social Care & Health	ASCH Strategy Phase II	On Target	On Target	375				375	-134				-134		-134
Adult Social Care & Health	Further Expansion of Assistive Technology to Promote Independence (C08)	On Target	On Target	174	154	-28		300							
Adult Social Care & Health	Reabling more older people to regain their independence by increasing capacity in the START Service & START scheduling service user visits	On Target	On Target	218	1,199	868		2,285							
Adult Social Care & Health	Preparing for Adulthood	On Target	On Target	60	100	100		260	-174				-174		-174
Adult Social Care & Health	Commissioning of hospital discharge packages	On Target	On Target	5	125			130							
Adult Social Care & Health	Ensuring cost-effective services for younger adults through alternative accommodation	On Target	On Target		124			124							
Adult Social Care & Health	Direct Payments (OfC C01 2015 & C04 2016)	Experiencing Obstacles	Experiencing Obstacles	1,280				1,280	-329	-259			-588		-588
Adult Social Care & Health	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	Experiencing Obstacles	Experiencing Obstacles	500				500	288				288		288
Adult Social Care & Health	New ways of working for carers	Experiencing Obstacles	Experiencing Obstacles	75	75			150							
Adult Social Care & Health	Housing with care	Experiencing Obstacles	Experiencing Obstacles	62	97	28	331	518	62	-62					
				Cashable benefits					Projected At Risk / Slippage & Over Achievement						

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Adult Social Care & Health	County Horticulture and Work Training Service	Experiencing Obstacles	Experiencing Obstacles	51	33	12		96							
Adult Social Care & Health	Maximise the income available to the Council's directly provided adult social care services	Experiencing Obstacles	Experiencing Obstacles	70				70	-60	130			70		70
Adult Social Care & Health	Brokerage for Self-Funders - full cost recovery	Experiencing Obstacles	Experiencing Obstacles	28				28	22				22	22	
Adult Social Care & Health	Integrated Community Equipment Loan Scheme (ICELS)	Experiencing Obstacles	Experiencing Obstacles						-120	134			14		14
Adult Social Care & Health	Reduction in long-term care placements (C03 2014 & B04 2016)	At Risk	At Risk	435	35			470	-5	-131			-136		-136
Adult Social Care & Health	Investment in Shared lives	At Risk	At Risk	60				60							
Adult Social Care & Health	Merger of Commissioned Crisis Prevention Service for Carers and Rapid Response Service (now called Home First Response)	Closed or Completed	Closed or Completed	50				50							
Adult Social Care & Health Totals				8,569	9,743	5,599	331	24,242	-5,871	-188			-6,059	22	-6,081

Exceptions Details by Project		
Portfolio & Status	Project Name	
Experiencing Obstacles	Direct Payments (OfC C01 2015 & C04 2016)	<p>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>
	Reducing the Costs of Residential Placements - Younger Adults (OfC C06)	<p>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>
	New Ways of Working with carers	<p>This year the project is unlikely to achieve the £75k cashable benefit as there is a £19k overspend on revised budget to November 18. Also, there has been an increase in the number of payments made in Apr-Sept 18 compared with the previous year. However, this is due to the processing of a 'backlog' of carer reviews.</p> <p>Long-term, mitigating action is to change how carers are offered support, so that there will no longer be an automatic direct payment to all eligible carers – instead they will be offered advice and support and a direct payment only if individual circumstances mean that they will benefit. This will reduce the amount paid in direct payments, and will also mean that fewer carers will require annual reviews in future years. However, this change requires changes to Mosaic and IT systems plus staff guidance and training, so will not be in place until next financial year.</p> <p>The potential for short-term mitigating action is limited, as the underlying system is unchanged. It is not possible to reduce the number of annual reviews that are outstanding as this reflects historical activities – but action over the previous 2 years has significantly reduced the number of new assessments and so avoided further budget pressures. Even with the potential overspend on this year's budget compared with 2017/18, the total spend will be less than 2016/17.</p>
	Housing with care	<p>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.</p> <p>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.</p>
	County Horticulture and Work Training Service	<p>The site at Skegby and the grounds maintenance and gardening services have now closed. Work is underway to determine the savings that these closures will deliver.</p> <p>Arc have produced costings and have met with the service to share their designs for Brook Farm and are now working on the detailed costings which will support their quote.</p> <p>The status for this project is expected to remain the same until the end of the current financial year pending confirmation of the savings referenced above and the schedule for the development of the Brooke Farm site.</p>
	Maximise the income available to the Council's directly provided adult social care services	<p>Finance are monitoring the impact of the work undertaken to increase the income collected for the provision of carer's short breaks through to the end of the financial year. The Group Manager (Residential Services) is currently evaluating the resource requirements to explore other areas for maximising the income received - for discussion at the programme board.</p> <p>The status for this project is likely to remain at experiencing problems until the end of the financial year and any shortfall this year will be mitigated by underspends elsewhere in the service.</p>
	Brokerage for Self-Funders - full cost recovery	<p>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"> •Outstanding signed brokerage agreements are being chased by staff in the Central Reviewing Teams. There are now 33 outstanding, and 9 in progress. •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. •An automated report is in development that will outline all outstanding brokerage requests sent to the Districts. •Communication with staff on the new brokerage process in Mosaic and updating of the guidance in the policy library is to be undertaken.
	Integrated Community Equipment Loan Scheme (ICELs)	<p>This project intended to achieve its savings target by negotiating with partners to reduce the Council's contribution to the ICELS pooled budget, in line with a reduction in the Council's prescribing activities and the loaning of community equipment.</p> <p>To date, there has been no changes to the split of funding and an overspend is projected against the budget. Alternative methods to deliver the savings are being sought and further negotiations with partners will take place in 2019/2020.</p> <p>The project will remain on the project status summary pending delivery of budget savings.</p>

Exceptions Details by Project		
Portfolio & Status	Project Name	
At Risk	Reduction in long-term care placements (C03 2014 & B04 2016)	<p>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>
	Investment in Shared lives	<p>This projects savings are based on new carer households joining the to the scheme to provide additional capacity within the Shared Lives service which provides an alternative to residential care and supported living.</p> <p>As detailed in the Shared Lives update report that was presented to January Improvement and Change Sub Committee the required number of additional carer households have not been added to the scheme to deliver savings targets. This has been as the result of capacity issues within the Shared lives Team and also due to existing carers leaving the scheme.</p> <p>The service is currently recruiting to the manager post, which will free up additional capacity to secure more households to the scheme. It is anticipated that the status for this project will remain at risk for this financial year and that the shortfall will be mitigated by underspends elsewhere within the service.</p>

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Children & Families	Remodelling Early Help - Early Years Sold Offer	On Target	On Target	50	75	100		225	50				50	50	
Children & Families	Investment in Personal Advisor Posts to reduce residential placement costs for Looked After Children	On Target	On Target	140				140							
Children & Families	Line by line budget review	On Target	On Target	102				102							
Children & Families	Youth Service - Mobiles	On Target	On Target	98				98							
Children & Families	Alternative Delivery Models for NCC Children's Homes OFC - Mainstream	On Target	On Target	66				66	66				66	66	
Children & Families	Removal of the assisted boarding education framework	On Target	On Target	35				35							
Children & Families	Remodelling Children's Care - Integrated Commissioning	On Target	On Target	50				50							
Children & Families	Youth Service - deletion of two Young People's Centres (YPC)	On Target	On Target	40				40							
Children & Families	Service efficiencies in the Quality and Improvement Group	On Target	On Target	30				30							
Children & Families	Restructure of School Swimming Service	On Target	On Target	10				10							
Children & Families	Social Impact bond	Experiencing Obstacles	Experiencing Obstacles		250	250		500							
Children & Families	Contracts Review	Compromised	Compromised	680				680	160				160		160
Children & Families	CDS/SEND/Health Integration (B07 2016)	Closed or Completed	Closed or Completed	300				300							
Children & Families	Libraries, Archives, Information and Learning (B13, OFCA15 2015 & B12 2016)	Closed or Completed	Closed or Completed	80				80							
Children & Families	CFCS Management Structure Review	Closed or Completed	Closed or Completed											185	-185
Children & Families Totals				1,681	325	350		2,356	276				276	301	-25

Exceptions Details by Project		
Portfolio & Status	Project Name	
Experiencing Obstacles	Social Impact bond	<p>The Council is currently working in partnership with Derby and Nottingham City Councils (collectively known as DN2) to jointly commission a range of interventions to support children in care or on the edge of care. The interventions will be delivered by a specialist provider backed by social investment. DN2 have secured grant funding from central government to contribute towards payments to the providers for securing successful outcomes.</p> <p>The project status is experiencing obstacles as the original investor, Big Issue Invest, has withdrawn from the process and the provider is now in discussions with alternative investors. The service is now anticipated to be fully operational by May 2019, rather than April 2019 as originally planned, subject to successful conclusion of these discussions.</p>
Compromised	Contracts Review	<p>Contract Efficiencies of £920k have been achieved by this project, however, as a result of the contracts in the scope of the review being significantly reduced the remaining £160k saving has been assessed as compromised.</p> <p>Subsequently to December highlight reporting a Change Request was approved by Improvement and Change Sub-Committee in January 2019 to write off this undeliverable saving from the Council's Medium Term Financial Strategy. This project will therefore be closed from January Reporting onwards.</p>

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Place	Delivering Sustainable Waste	No Status	On Target		150	150	150	450							
Place	Road Lighting Energy	On Target	On Target	225				225							
Place	Efficiency Savings: Transport and Travel Service Budget	On Target	On Target	179				179							
Place	Property Services and FM - Base Budget Reductions	On Target	On Target	100				100							
Place	Commercialisation of Business Support and Advice	On Target	On Target	75				75							
Place	Sherwood Forest (OfC A15 & A16)	On Target	On Target	295				295							
Place	Removal of sports funding	On Target	On Target	108				108							
Place	Reduction of arts funding	On Target	On Target	63				63							
Place	Country Parks and Green Estate: Service Efficiencies - grounds maintenance & staffing (November 2017 Communities and Place Committee)	On Target	On Target	30				30							
Place	Service transformation – Conservation – Greenwood / Green Estates (Dec 17 Communities and Place Committee)	On Target	On Target	10				10							
Place	Reduction in net cost of the Trading Standards through increased income	On Target	On Target	13	132			145							
Place	Serco Contract efficiencies - Holme Pierrepont	On Target	On Target		50			50							
Place	Registration and Celebratory Services	On Target	On Target		19			19							
Place	Statutory School Transport	Compromised	Compromised	686				686	686				686		686
Place	Highways JV (OfC B13)	Closed or Completed	Closed or Completed	400				400							
Place	Catering & Facilities Management Restructure	Closed or Completed	Closed or Completed	270				270							
Place Totals				2,454	351	150	150	3,105	686				686		686

Exceptions Details by Project		
Portfolio & Status	Project Name	
Compromised	Statutory School Transport	<p>The decision has been made not to proceed with the previously approved policy change on the basis that organisational priorities have changed since the original proposal was put forward.</p> <p>Subsequently to December highlight reporting a Change Request was approved by the Improvement and Change Sub-Committee in January 2019 to mitigate this projects savings with the savings identified to date by the transport whole system review that is taking place. The undeliverable £686k savings will therefore be removed from this report in January and the project closed and the new savings identified by the whole system review of transport will also be added to the report</p>

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CEX	Business Support Services Review (ASCH&PP and CFCS) (A07/A15)	On Target	On Target	700	300	318		1,318							
CEX	Business Management System - Change of Support Partner (Jan 18 Personnel Committee)	On Target	On Target	307				307							
CEX	Revised Integrated Human Resources Workforce Planning and Organisational Design Structure	On Target	On Target	221				221							
CEX	Review of ICT Operating Model (Nov 17 - Improvement and Change Sub Committee)	On Target	On Target			200		200							
CEX	A revised staffing structure for Democratic Services to meet future demand and changed requirements.	On Target	On Target	165				165							
CEX	HR - CSC: New Operating Model	On Target	On Target	35				35							
CEX	HR - Operational and Strategic HR: Further development of the integrated HR Business Partnering Operating Model	On Target	On Target	33				33							
CEX	Legal: Continuing electronic working and office efficiencies	On Target	On Target	33				33							
CEX	Reprioritisation of resources and efficiencies - Performance	On Target	On Target	67				67							
CEX	Budget reductions in communications and marketing (Jan 18 Policy Committee)	On Target	On Target	22	35			57							
CEX	Network rationalisation (Nov 17 - Improvement and Change Sub Committee)	On Target	On Target		50			50							
CEX	Saving money on print and postage costs	On Target	On Target	11				11							
CEX	Complaints and information - Efficiencies in complaints services	On Target	On Target	12				12							
CEX	Democratic Services: Further service efficiencies	On Target	On Target	8				8							
CEX	BRMI	On Target	On Target												
CEX	Smarter Working	On Target	On Target												
CEX	Corporate Services - Senior Management Restructure	Closed or Completed	Closed or Completed	324	65			389							
CEX	ICT services efficiency programme	Closed or Completed	Closed or Completed	115				115							
CEX	CEX Department Management review	Closed or Completed	Closed or Completed		180			180							
CEX Totals				2,053	630	518		3,201							