

Project Status Report as at March 2017

Appendix C

Status Key

<b>On Target</b>	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
<b>Experiencing Obstacles</b>	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.
<b>At Risk</b>	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
<b>Compromised</b>	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.
<b>Closed or Completed</b>	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
<b>No Status</b>	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		
				2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s			Total (£000)s	
Adult Social Care & Health	Direct Payments (OfC C01 2015 & C04 2016)	On Target	On Target	1,823	580	1,280		3,683									
Adult Social Care & Health	Targeted Reviews (C07)	On Target	On Target	480	1,010	1,010		2,500									
Adult Social Care & Health	Public Health Grant Realignment changes	On Target	On Target	1,650				1,650									
Adult Social Care & Health	Various options to reduce the cost of the intermediate care service	On Target	On Target	800	800			1,600									
Adult Social Care & Health	Further Expansion of Assistive Technology to Promote Independence (C08)	On Target	On Target	646	543	40		1,229									
Adult Social Care & Health	Commissioned Services - contract savings	On Target	On Target	900				900									
Adult Social Care & Health	Early Resolution (Consulted on as - C05 New operating model for the Social Care Pathway)	On Target	On Target		176	176		352									
Adult Social Care & Health	Development of a single integrated meals production and delivery service	On Target	On Target	293				293									
Adult Social Care & Health	Partnership Homes	On Target	On Target		292			292									
Adult Social Care & Health	Charge for Money Management service	On Target	On Target	134	134			268									
Adult Social Care & Health	Short Term Prevention Services	On Target	On Target	200				200									
Adult Social Care & Health	Increase in transport charge	On Target	On Target	80	80			160									
Adult Social Care & Health	Commercialisation of Business Support and Advice	On Target	On Target		50	75		125									
Adult Social Care & Health	Gain alternative paid employment for remaining Shenwood Industries staff	On Target	On Target	35	35			70									
Adult Social Care & Health	Day Services - withdrawal of Catering and Facilities Management Advisory Service	On Target	On Target	28				28									
Adult Social Care & Health	Change to the staffing structure in the Adult Access Service	On Target	On Target	10				10									
Adult Social Care & Health	New ASC ASDMs	On Target	On Target														
Adult Social Care & Health	Care and Support Centres (OfC C03)	Experiencing Obstacles	Experiencing Obstacles	492	292	3,268	294	4,346									
Adult Social Care & Health	Promoting Independence in supported living and outreach services. (C02 2014 & C01 2016)	Experiencing Obstacles	Experiencing Obstacles	951	500	250		1,701	119	-119							
Adult Social Care & Health	Living at Home Phase II (A01)	Experiencing Obstacles	Experiencing Obstacles	397				397	52		-114			-62			-62
Adult Social Care & Health	Investment in Shared lives	Experiencing Obstacles	Experiencing Obstacles	60	60	60		180									
Adult Social Care & Health	Ensuring cost-effective day services	Experiencing Obstacles	Experiencing Obstacles	150				150	150					150	150		
Adult Social Care & Health	Older Adults Residential Care Banding (OfC C02)	Experiencing Obstacles	Experiencing Obstacles	100				100	100					100	100		
Adult Social Care & Health	Increase meal charges within day services	Experiencing Obstacles	Experiencing Obstacles	19				19	19					19	19		
Adult Social Care & Health	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	At Risk	At Risk	1,000		500		1,500	240	551	-551	232		472			472
Adult Social Care & Health	Reduction in long-term care placements (C03 2014 & B04 2016)	At Risk	At Risk	423	300	400		1,123	197	-102				95			95
Adult Social Care & Health	Promoting Independent Travel (C03)	At Risk	At Risk	191	389			580	172	339				511			511
Adult Social Care & Health	Reduction in transport budget (A02 2016)	At Risk	At Risk	50	50	50		150	50	50	50			150			150
Adult Social Care & Health	Savings from the Supporting People budget	Closed or Completed	Closed or Completed	1,950				1,950									
Adult Social Care & Health	Improving collection of Continuing Healthcare funding	Closed or Completed	Closed or Completed	350	350			700									
Adult Social Care & Health	Day Services (C07)	Closed or Completed	Closed or Completed	490				490									
Adult Social Care & Health	Public Health staffing restructure	Closed or Completed	Closed or Completed	450				450									
Adult Social Care & Health	Redesign of Assessment and Care Management Functions & Organisational Re-design (B07/08)	Closed or Completed	Closed or Completed	250				250									

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Adult Social Care & Health	Residential Short Breaks Services (C06)	Closed or Completed	Closed or Completed	250				250								
Adult Social Care & Health	Various contract changes by the Joint Commissioning Unit	Closed or Completed	Closed or Completed	190				190								
Adult Social Care & Health	Reduction in staff posts in the Joint Commissioning Unit	Closed or Completed	Closed or Completed	149				149								
Adult Social Care & Health	Quality Assurance and Mentoring Package	Closed or Completed	Closed or Completed	75				75		75				75	75	
Adult Social Care & Health	To create a single integrated safeguarding support service for the council	Closed or Completed	Closed or Completed	70				70		70				70	70	
Adult Social Care & Health	Community Safety: reduction in staffing	Closed or Completed	Closed or Completed	50				50								
Adult Social Care & Health	Quality and Market Management: reduction in staffing	Closed or Completed	Closed or Completed	45				45								
Adult Social Care & Health	Strategic Commissioning - Review of Contracts	Closed or Completed	Closed or Completed	43				43								
Adult Social Care & Health	Handy Persons Preventative Adaptation Service	Closed or Completed	Closed or Completed													
Adult Social Care & Health Totals				15,274	5,641	7,109	294	28,318	437	-600	-281	168		-276	414	-690

NB: the £1,067k over achievement against the Direct Payment project in 2016/17 is a one-off, and will not be recurrent in future years.

Exceptions Details by Project		
Portfolio & Status	Project Name	Mitigation Detail
Experiencing Obstacles	Care and Support Centres (OfC C03)	There is the potential for delayed delivery of savings due to the linkage between the closure of Care & Support Centres and the delivery of Extra Care schemes. The impact of this requires further assessment and timescales may need to be adjusted accordingly in the future. The timing of establishing alternative services, e.g. short term beds, is being assessed.
	Promoting Independence in supported living and outreach services. (C02 2014 & C01 2016)	Under delivery of £119k confirmed against the target for 16/17, this is in relation to Community Care Officer Reviews and the result of recruitment delays. It is anticipated that this will be made up in 17/18. A reduction of sleep in nights, along with reducing hours of support through promoting independence will be the focus for delivering the majority of these savings.
	Living at Home Phase II (A01)	Under delivery of £52k projected on 16/17 target. This will be made up by Full Year Effect in 18/19, with a total of £114k savings projected to be delivered with no savings target currently allocated. There has also been slower than planned progress with the development of the new Extra Care schemes, some of which are linked to the closure of the Care and Support Centres.
	Investment in Shared lives	There were delays with the recruitment of the full complement of additional staff required to support project delivery. Any shortfall against the £60k target savings for 2016/17 will be temporarily mitigated by an under-spend within the team's staffing budget. Longer-term, there is confidence that the £180k savings target can be achieved over the three year period 2016/17 to 2018/19.
	Ensuring cost-effective day services	It has not been possible to reduce the use of some external day services and as a result the saving cannot be delivered as originally planned. Saving has been made from the overall Care Package budgets.
	Older Adults Residential Care Banding (OfC C02)	It has not been possible to deliver this saving as originally planned. Discussions are taking place with the CCGs around joint protocols and a review of guidance and practice is being undertaken.
	Increase meal charges within day services	Meals income has been less than expected but this is offset by underspends elsewhere in Day Services.
At Risk	Reducing the Costs of Residential Placements - Younger Adults (OfC C06)	The project's status remains At Risk due to the ongoing challenge of achieving all of the project's remaining £2m savings target. As this project is the first detailed work of its kind with the YA residential market requiring time to implement change, there will be slippage of savings into 2017/18 where there is currently no target allocated.
	Reduction in long-term care placements (C03 2014 & B04 2016)	A lack of supply of suitable housing has meant that less people have been able to move out of residential care and into supported living than planned. This is linked to national issues and the Council has played an active role in consultations and has also implemented a number of local mitigations.  A total of £95k savings has slipped from 16/17-17/18 as a result of previous years under-achievement. It is not yet possible to fully assess the deliverability of future years savings.
	Promoting Independent Travel (C03)	Of the transport eligibility assessments completed since the launch of the revised criteria in July 2016, a smaller proportion than anticipated have resulted in package reductions. The RAYG rating for the project remains at risk pending the conclusion of senior officer dialogue about ways to achieve a balanced budget for ASCH social care transport.
	Reduction in transport budget	This project has not achieved the savings targets as originally intended. As with the Promoting Independent Travel project, options are being appraised to support the department to achieve a balanced transport budget.

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Childrens, Families & Culture	Integrated Family Support Model (OfCB09 2015 & B08 2016)	On Target	On Target	257	1,000			1,257								
Childrens, Families & Culture	Contracts Review	On Target	On Target		250	830		1,080								
Childrens, Families & Culture	Line by line budget review	On Target	On Target	529	201	102		832								
Childrens, Families & Culture	Statutory School Transport	On Target	On Target	84		686		770								
Childrens, Families & Culture	Sherwood Forest (OfC A15 & A16)	On Target	On Target	50	100	295		445								
Childrens, Families & Culture	CYP Sports & Arts - Service redesign including arm's length operation	On Target	On Target	200	150			350								
Childrens, Families & Culture	Alternative Delivery Models for NCC Children's Homes OfC - Disability	On Target	On Target	266				266								
Childrens, Families & Culture	Restructure of the Quality and Improvement Group	On Target	On Target	125	125			250								
Childrens, Families & Culture	Alternative Delivery Models for NCC Children's Homes OfC - Mainstream	On Target	On Target	87		66		153		87				87	87	
Childrens, Families & Culture	Arts Development Service - Staffing Reduction	On Target	On Target	149				149								
Childrens, Families & Culture	Recharge to Schools Budget	On Target	On Target	125				125								
Childrens, Families & Culture	Sports Development - Reduction of revenue funding	On Target	On Target		108			108								
Childrens, Families & Culture	Removal of sports funding	On Target	On Target			108		108								
Childrens, Families & Culture	Targeted Support and Youth Justice	On Target	On Target	100				100								
Childrens, Families & Culture	Youth Service - Mobiles	On Target	On Target			98		98								
Childrens, Families & Culture	Outdoor Education - Income generation and efficiency savings	On Target	On Target	45	25			70								
Childrens, Families & Culture	Reduction of arts funding	On Target	On Target			63		63								
Childrens, Families & Culture	Removal of the assisted boarding education framework	On Target	On Target		16	35		51								

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Childrens, Families & Culture	School Access	On Target	On Target	50				50								
Childrens, Families & Culture	Cultural and Enrichment Services	On Target	On Target	50				50								
Childrens, Families & Culture	Youth Service - Mgt Restructure	On Target	On Target		50			50								
Childrens, Families & Culture	Early Childhood & Help Services	On Target	On Target		45			45								
Childrens, Families & Culture	Youth Service - deletion of two Young People's Centres (YPC)	On Target	On Target			40		40								
Childrens, Families & Culture	Social Work Practices Pilot	On Target	On Target													
Childrens, Families & Culture	CFCS Management Structure Review	Experiencing Obstacles	Experiencing Obstacles	185				185	185	-185						
Childrens, Families & Culture	Relocation of Adoption Team & EDT	Experiencing Obstacles	Experiencing Obstacles	78	78			156								
Childrens, Families & Culture	Looked After Children placements (B16 2014 & OfCA09 2015)	Compromised	Compromised	2,210	583	334		3,127	1,579	132	334		2,045		2,045	
Childrens, Families & Culture	SEND Home to School Transport (OfC B06) & Independent Travel Training (B10 2014)	Compromised	Compromised	600	500			1,100	600	500			1,100		1,100	
Childrens, Families & Culture	Early Years and Early Intervention (B12) & (OfC B05)	Closed or Completed	Closed or Completed	3,300				3,300								
Childrens, Families & Culture	Libraries, Archives, Information and Learning (B13, OfCA15 2015 & B12 2016)	Closed or Completed	Closed or Completed	625		80		705								
Childrens, Families & Culture	Rufford Abbey Country Park (B12 2015)	On Target	Closed or Completed		303			303								
Childrens, Families & Culture	CDS/SEND/Health Integration (B07 2016)	Closed or Completed	Closed or Completed	150		300		450								
Childrens, Families & Culture Totals				9,265	3,534	3,037		15,836		2,451	447	334		3,232	87	3,145

Exceptions Details by Project		
Portfolio & Status	Project Name	Mitigation Detail
Experiencing Obstacles	CFCS Management Structure Review	Delays to the Management Review will result in slippage of savings to 17/18
	Relocation of Adoption Team & EDT	The Adoption Team were relocated to Trent Bridge House in March 2017 and the savings target has been delivered by this move. A new location for the Emergency Duty Team has not yet been identified.
Compromised	Looked After Children placements (B16 2014 & OfCA09 2015)	A new Remodelling Children's Care Project is currently being scoped to mitigate at risk figures within this project and deliver additional savings within Children's Care.
	SEND Home to School Transport (OfC B06) & Independent Travel Training (B10 2014)	It was not possible to deliver savings as originally intended, it is planned for this project to be closed and alternative savings to be brought forward within SEND home to school transport.

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Place	Reduce street lighting energy costs (A41)	On Target	On Target	250	225	225		700								
Place	Efficiency Savings: Transport and Travel Service Budget	On Target	On Target	250	150	179		579								
Place	Reduction in Planned Maintenance Budget	On Target	On Target	519				519								
Place	Waste (and Energy) Management: Saving generated from the reduction in unitary charge payment on the Waste Private Finance Initiative (PFI) contract.	On Target	On Target	300				300								
Place	Rationalisation and staffing reductions	On Target	On Target	200				200								
Place	Establishment of fund for replacing worn out integrated transport measures	On Target	On Target	200				200								
Place	Concessionary Travel Scheme	On Target	On Target	100	100			200								
Place	Reduction in County Offices Maintenance	On Target	On Target	100				100								
Place	Increased efficiency by Highways Operations Group	On Target	On Target	100				100								
Place	Efficiencies through more effective pothole repair & patching service	On Target	On Target	100				100								
Place	Reduce contribution to Highways Safety Shared Service	On Target	On Target	100				100								
Place	Reduction of discretionary spend	On Target	On Target	100				100								
Place	Economic Development and Devolution: Reducing the Council's discretionary spend on economic development activity	On Target	On Target	80				80								
Place	Changes to Grant aid and conservation service funding	On Target	On Target	73				73								
Place	Reduction of provision of parking, traffic management and small-scale community works service	On Target	On Target		70			70								
Place	Waste (and Energy) Management: Reduction of the Carbon Reduction Commitment (CRC) Energy Efficiency scheme budget	On Target	On Target	60				60								
Place	Increase charges for Blue Badges	On Target	On Target	56				56								
Place	Passenger Transport Facilities Charge	On Target	On Target	23	25			48								
Place	Publicity & Transport Infrastructure	On Target	On Target	20	20			40								
Place	Increased income from various service areas	On Target	On Target	30				30								
Place	Increased Highways Income from additional housing development activity	On Target	On Target	13				13								
Place	Broadband	On Target	On Target													
Place	Highways Contract savings	On Target	On Target													
Place	Joint Venture for Property Services	On Target	On Target													
Place	Property Services and FM - Base Budget Reductions	Experiencing Obstacles	Experiencing Obstacles	192	187	100		479								
Place	Devt Mgmt restructuring - staff reductions. Income generation.	Experiencing Obstacles	Experiencing Obstacles	3				3								
Place	Highways JV (Ofc B13)	Closed or Completed	Closed or Completed	100	550	400		1,050								
Place	Road Lighting Energy	Closed or Completed	Closed or Completed	700				700								
Place	Reducing Local Bus Service Costs (Ofc C09)	On Target	Closed or Completed	350	220			570								
Place	Integrated Transport Programme	On Target	Closed or Completed													
Place Totals				4,019	1,547	904		6,470								

Exceptions Details by Project		
Portfolio & Status	Project Name	Mitigation Detail
Experiencing Obstacles	Property Services and FM - Base Budget Reductions	Budget monitoring continuing due to previous years overspend.
	Devt Mgmt restructuring - staff reductions. Income generation.	Concerns have been raised regarding the achievement of £0.04m staffing savings for 2017-18 due to additional workload arising from increased demands across the service. This situation will continue to be monitored.

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Resources	Business Support Services Review (ASCH&PP and CFCS) (A07/A15)	On Target	On Target	508	400	400		1308								
Resources	ICT services efficiency programme	On Target	On Target	161	299	115		575								
Resources	Ongoing development of digital improvements to legal services procedures	On Target	On Target	200	150			350								
Resources	Contract Savings	On Target	On Target	350				350								
Resources	Review of the in-house Document Services team	On Target	On Target	193	140			333								
Resources	Business Support Centre- Maintain an in-house service and explore the opportunities to sell services to other organisations	On Target	On Target		300			300								
Resources	Restructure, efficiencies and cost reductions in the Business Support Centre	On Target	On Target	200				200								
Resources	To retain the Customer Service Centre in-house and identify new opportunities to develop the services on offer	On Target	On Target		200			200								
Resources	Redesigned Human Resources service offer	On Target	On Target	184				184								
Resources	HR - CSC: New Operating Model	On Target	On Target	48	90	35		173								
Resources	HR - Operational and Strategic HR: Further development of the integrated HR Business Partnering Operating Model	On Target	On Target	46	86	33		165								
Resources	HR-BSC: Further development of in-house transactional processing service	On Target	On Target	135				135								
Resources	Legal: Continuing electronic working and office efficiencies	On Target	On Target	46	46	33		125								
Resources	Customer Service Centre - efficiencies and shift to more cost effective access channels	On Target	On Target	120				120								
Resources	Staffing reductions to reflect streamlined financial procedures	On Target	On Target	90				90								
Resources	Communications & Marketing: Staff and operational efficiencies	On Target	On Target	21	65			86								
Resources	Performance and Improvement: Efficiencies in research, policy and equalities	On Target	On Target	51	17			68								

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Resources	Democratic Services: Reduction in members' allowances	On Target	On Target	25	34			59							
Resources	Saving money on print and postage costs	On Target	On Target	16	29	11		56							
Resources	Reductions in Communications and Marketing	On Target	On Target	25	25			50							
Resources	Democratic Services: Further service efficiencies	On Target	On Target	18	20	8		46							
Resources	Complaints and information - Efficiencies in complaints services	On Target	On Target	12	18	12		42							
Resources	Finance and Procurement: Savings efficiencies	On Target	On Target	36				36							
Resources	Income generation	On Target	On Target	24				24							
Resources	Reduction in County Hospitality Budget	On Target	On Target	13				13							
Resources	Smarter Working	On Target	On Target												
Resources	Corporate Services Review	On Target	On Target												
Resources	Reduction in provision of ICT equipment replacement	On Target	On Target												
Resources	MOSAIC	On Target	On Target												
Resources	BRMI	On Target	On Target												
Resources	Finance & Procurement Staffing Reductions	Closed or Completed	Closed or Completed	250				250							
Resources	Shared service for Internal Audit	Closed or Completed	Closed or Completed	75				75							
Resources	Review Human Resources activity & support - increased self service	Closed or Completed	Closed or Completed	47				47							
Resources	Legal services - redesign staffing structure	Closed or Completed	Closed or Completed	12				12							
Resources	Digital First	Closed or Completed	Closed or Completed												
Resources Totals				2,906	1,919	647		5,472							