

Improving Lives Portfolio - Programme Status Report October 2018  
Exceptions and Remediated Exceptions only

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	Improving Lives Portfolio	On Target	On Target	Better		8,569	9,617	3,658	331	22,175	-3,138	-6,110	-253		-9,501	22	-9,523	The overall portfolio status is on target. The Status remains On Target despite some programmes and projects being assessed as experiencing obstacles and at risk as there are a number of other projects expected to over achieve, including Targeted Reviews and Continuing Health Care and therefore in 18/19 and 19/20 we are forecasting to overachieve savings targets. This is a positive position, there are still a number of projects that are not currently achieving their activity measures, and mitigating action is planned to avoid impact on future years savings.
ASC H 1801 23	<b>Promoting Independence Interventions</b> <b>This programme of work will look at changes across 3 main areas detailed below:</b>	On Target	On Target	Better		7,027	7,263	2,399	331	17,020	-3,318	-6,254	-193		-9,765	22	-9,787	Overall the Promoting Independence Interventions Programme is on target and is reporting an over achievement for 18-19 of circa £6.3 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 is the only one of the three sub programmes reporting as not on target. This programme continues to report as experiencing obstacles however the trend since last month has improved, with two projects reporting increased levels of activity and therefore with lower savings totals at risk.  The Cross cutting programme continues to over deliver due in large to the over delivery of targeted reviews and the increased collection of continuing health care funds .
ASC H18 02	<b>Interventions for Adults aged 65+:</b> 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).  <b>Example Benefits:</b> •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	<b>Reablement:</b> This month the transforming reablement project remains on target.  The increased number of people completing reablement during September 2018 was on target. The target for 18/19 is 75. The actual increased number of people who completed reablement up to the end of September 2018 was 58.  Next month, the main focuses of the project will be the go live of the reablement performance dashboard, continuing to progress the future state service business requirements and identifying ways to increase contact time in the frontline service.												
					OT	<b>Best Practice in Support Planning:</b> The status remains on target as the use of Promoting Independence Meetings have been successfully rolled out successfully by Younger Adults teams, focus has turned to developing a plan to support OA assessment teams to commence weekly Promoting Independence Meetings.  Plans to deliver live dashboards of management information are on track to be delivered in January 2019												
					OT	<b>Commissioning of hospital discharge packages:</b> Difficulties are being experienced in calculating the cashable savings being delivered, the project status has remained on target on the basis that these issues are anticipated to be resolved during November. The saving target assigned to this project is predicated on a 21% reduction in the average cost of hospital discharge care packages. Work will be ongoing in November between departmental service directors and finance colleagues to discuss the complexities of producing measures and the interdependencies with other projects. The outcome of this work will also inform discussions with Team and Group Managers to agree targets for reduction/increase in volumes of service users entering different services at the point of discharge.  The development of performance dashboards continues to progress, these will provide relevant metrics for team members and their managers to have visibility of performance against agreed targets and support the cultural and behavioural change required. Dashboards will be used as part of everyday performance management to reflect on data to identify possible improvements, understand the quality of work, highlight best practice and share learning. This will help teams drive continuous improvements in practice and choose the right pathways for service users.												
					EO	<b>Housing with care:</b> Status remains experiencing obstacles due to delays being experienced in filling the new units at Gladstone House Extra Care scheme and the opening of the new development at Town View. Work is ongoing to identify mitigating actions to ensure that current voids at Gladstone House are filled as soon as possible.  Work is ongoing with Finance to agree the current saving status/profile for Gladstone House and what actions need to be taken to bring savings to the agreed target.												

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ASC H18 03	<b>Interventions for Adults aged 18-64:</b> 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: <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> <b>Example Benefits:</b> <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>	Experiencing Obstacles	Experiencing Obstacles	Better	AR	<b>Reduction in long-term care placements:</b> This project retains its At Risk status this month, due to a proportion of the activity and therefore savings forecasted not to be completed by year end.  28 service users have moved to a more independent setting against an annual target of 40. A further 5-6 moves should happen this financial year. However 3 of the completed moves have transpired to cost more than the previous setting due to the complexity of the individuals needs.  Community Living Networks - These are developing well and showing early signs of successfully supporting people to live more independently with a different type of community support. The work to develop the Newark network is now delivering savings and work to develop these networks in other areas is underway.												
					AR	<b>Ensuring cost-effective services for younger adults through alternative accommodation:</b> This proposal builds on the above project and extends the programme of work moving younger people from residential care into supported living with the development of a full accommodation strategy.  Whilst the YA Accommodation Strategy is progressing well, the status of this project has been changed to At Risk as the £124k savings target for 2018/19 is attached to 12 moves from residential care to supported living (NB: these moves are in addition to the moves required next year to catch up with slippage against the existing Reduction in long-term care placements project).												
					AR	<b>Promoting Independence in supported living and outreach services:</b> This project remains reporting as at risk, although the amount at risk has decreased from £70k to £40k for 2018/2019, since last month and only represents 3% of the savings target at risk in 18/19.  The project continues to successfully undertake reviews of supported living schemes and outreach packages and seeking opportunities to promote independence and reduce care packages, including working with services to enable a reduction in sleep in night support.  Staffing resource remains a risk to the project as contracts will cease in March 2019 and this, if not resolved, will impact on savings forecasted for 2019/2020 and 20/21.												
					EO	<b>Reducing the Costs of residential Placements - Younger Adults:</b> This project is reporting as experiencing obstacles, this is due to some additional activity being required with providers and not because it has not achieved its savings targets. The savings achieved across all years is currently £2,288k, i.e. a surplus of £299k to the target.  Since last month, there have been an additional £12k in year effect savings.  There is work taking place on a provider engagement questionnaire to inform a strategy and offer consultation opportunity with providers across the sector. This was due to be published in September but now slipped. In addition an internal facing market position statement has been drafted regarding Younger Adults residential markets to inform the strategy.												
					OT	<b>ASCH Strategy - Improving Lives &amp; Notts Enabling Service:</b> The Improving Lives savings are on track, currently forecasting £207k against a target of £175k for 2018/19  The Notts Enabling Service (NES) costs avoidance is on track, currently forecasting £316k for Promoting Independence Workers (PIW) and £181k for Community Independence Workers (CIW). £497k overall against a target of £200k for 2018/19  A report has been prepared for ASC&PH Committee on the 12th November recommending that Promoting Independence Worker posts in NES are extended until end of March 2020 . The community involvement and co-production workers in the team are being evaluated by two separate pieces of works which are expected to be complete by mid to late November. To extend the posts which have been agreed so far in NES funded by the Better Care Fund will cost £356k in addition to funding already agreed until 2020 from the Improved Better Care Fund.												
					OT	<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, over delivery in 2018/19 has now been projected as £150k against a target of £60k. Due to these higher than anticipated activity levels, savings for 19/20 and 20/21 have been approved at £100k per year. 51k for 19/20 has already been achieved.												

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ASC H18 04	<b>Cross cutting interventions:</b> This work refers to intervention that applies to service users aged 18-64 and 65+, and includes work across: <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> <b>Example Benefits:</b> <ul style="list-style-type: none"><li>•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.</li><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	<b>Direct Payments:</b> In year savings of £1,583k are projected by year end, £303k above the target, this is a significant increase on the £19k over delivery projected in September's reporting. This increase is as a result of additional DP review savings of £468k (£342k in year) allocated to this project. Across all years an over delivery of £420k is now projected.  The project status is unchanged as a number of project delivery issues remain:  The rollout of the changes to the assessed contribution criteria this month, agreed at October Policy Committee as part of a separate savings project, has increased the assessed contributions many DP recipients are required to pay toward the cost of their support package. In order to ensure individuals have sufficient funds in their DP accounts to pay PAs, as a short-term measure surplus contingency funds held in their DP accounts is being used. The DP calculator only allows for 1 week's total DP package cost as the contingency. Following the changes to the assessed contributions to DP self funders have subsequently confirmed their intention to cancel their care packages. In these cases, where a PA is employed, there will be redundancy costs incurred and legal advice is being sought.  Initial data is indicating a downward trend in the commissioning of new PA packages, and the actual number as a % of total DP packages is currently 15.3% against a target of 50%. Between April and July the number of PAs used was increasing, but in August this dropped. Guidance has been sent to Team Managers and attendance at team meetings to encourage take up arranged.  As previously reported, embedding the DP calculator into Mosaic is proving challenging but progressing steadily through discussions with staff in the BI Hub, Mosaic Team and Finance.  Total value of recouped funds from DP accounts has increased in October by £286k October to £1.3m. The projection is for this to be £2.2m by year end, against a target of £1.769m, i.e. £493k over-achievement.											
	OT					<b>Targeted Reviews:</b> The % of reviews (of packages of long term care) undertaken in the previous 12 months has increased from 73.23% at the end of September to 73.86% at the end of October, against a target of 80%.  In terms of savings, the project is currently over-achieving against its £2.010m target for 2018/19 by £1.538m, and there is already £0.982m 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 to accelerating savings currently profiled for delivery in 2020/21 to 2019/20 is being considered.											
						OT	<b>Improved Collection of Continuing Health Care Collection:</b> The projected over achievement against the £500k savings target for 2018/19 is £4.179m, a decrease on last month of £398k due to further analysis of open packages.										
	EO					<b>Brokerage for Self Funders:</b> Projected in year income by year end remains at £6k as although there has been an increase in the number of outstanding brokerage agreements returned signed by service users, which means they will now contribute, there has also been a proportionate increase in the number of ceases, and so in year income remains static. However, the shortfall of £22k against the annual income target of £28k continues to be met by over-achievement against other contribution areas.  The % of eligible service users contributing has increased from 25% last month to 36% this month. All outstanding brokerage agreements are expected to be in place by mid December.											
					OT	<b>Assistive Technology:</b> Validation by finance of the cost avoidance savings for the period 01/04/18 to 30/09/18 suggests that the project is significantly over-achieving it's target of £174k for 2018/19, and the position for 2019/20 looks similar, with cost avoidance anticipated to increase following the scheduled introduction of new AT service provision scheduled for the second half of 2018/19.											
	No Status				<b>Review the benefit rates and minimum income guarantee levels used to calculate service users' contributions towards the cost of their care and support:</b> This proposal was approved by Adult Social Care & Public Health Committee following consultation in October. Initial implementation activity has been initiated with savings profiled for delivery in 2019/20.												

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ASC H 1801	<b>Early Resolution</b>	Experiencing Obstacles	Experiencing Obstacles	Same		507	394	416		1,317							Overall programme status remains experiencing obstacles as further finance validation is required to confirm that the role out of the 3 tier model is achieving it's projected savings.	
	EO				<b>Early Resolution:</b> The project status remains experiencing obstacles. The reduction of Care and Support Assessments (CASA) is on target (year to date 240 against an annual target of 354 (206 year to date target)) however, there is further work being undertaken to understand if the reduction in CASA's is delivering cashable savings assurance around this should be reached in November.  Weekly Promoting Independence Meetings in the Adult Access Service are to commence in November. Performance dashboards will be discussed with the aim of focusing on performance and maximising buy in to 3 tier model.													
	OT				<b>Carers:</b> The proposed changes to working arrangements were agreed at ASC&PH Committee in October.  Work in October has included discussions with staff about proposed changes to short breaks, further work on the tender for a new carers support service, discussions with CSC about workflow, and work to develop a communications plan - initially focusing on internal staff and health partners to define and refine the new carers offer with communications aimed at carers/service users in early 2019.  Work identified for November includes: further work on mapping workflows, discussions with Mosaic team, confirmation of the content of the specification for the new carers support service and consultation with CCG partners about the future arrangements for NHS short breaks.													
ASC H18 05	<b>Commissioning &amp; Direct Services</b>	Experiencing Obstacles	Experiencing Obstacles	Same		1,035	1,960	843		3,838	180	144	-60		264		The Status for all projects within this programme remains the same as last month and overall the programme is experiencing obstacle. Mitigation actions are in place for each project that is off target. The largest project in the programme, Care and Support Centres, remains on target.	
	OT				<b>Care and Support Centres:</b> All is on track with the closure of St Michaels  Health have said that GP cover for Leivers Court will cease at the end of March 2019. This presents a risk as it would mean that the provision of assessment beds would have to stop taking new admissions from the end of February and the re-commissioned service (currently out to tender) would only be at 2/3 capacity at that date.  Seven staff from Leivers Court have been appointed to work at the soon-to-open St Francis Ward based at the City Hospital. This will mean that some agency staff will be required to maintain services through to the closure.  The Invitation To Tender (ITT) for the commissioning of assessment beds was published on October 25th and will close on November 23rd. To date, 30 organisations have expressed an interest and it is expected that will have an idea of how things are looking by the middle of December													
	AR				<b>Investment in Shared lives:</b> A temporary co-ordinator has been appointed to the team which should ease some of the pressure that the team have been under. One new household has been signed off since last month, another one is just about to be signed off and four are going through the process.													
	EO				<b>Maximise the income available to the Council's directly provided adult social care services:</b> As an alternative to the original plan to deliver the savings for this project, the department is looking to ensure that it collects all the possible income from the provision of carers breaks. Meetings have taken place with staff to ensure that the relevant Mosaic episode is being used - as this triggers the requirement for the assessment that allows the income to be collected. Finance will be monitoring the impact of this over the coming months.													
	EO				<b>County Horticulture and Work Training Service:</b> The closure of the Skegby site is on track to take place December and all staff affected have been part of ongoing discussions.  Arc have been identified a designer for the work at Brooke Farm  Due to initial delay with project implementation, the £51k savings target for 2018/19 is being mitigated through underspends within the service.													
	AR				<b>Integrated Community Equipment Loan Scheme (ICELs):</b> 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. However, it has since been agreed with partners that there will be no changes to the split of funding, and so alternative methods to deliver the savings are being sought. The project will remain on the project status summary pending delivery of budget savings.													
	Closed				<b>Merger of Commissioned Crisis Prevention Service for Carers and Rapid Response Service (now called Home First Response Service):</b> £50k savings target achieved													

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
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.