

Improving Lives Portfolio - (as per Project Highlight Reports, submitted March 2019, with validated 2018/19 savings)

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	Improving Lives Portfolio	On Target	On Target	Same		8,569	12,484	4,001	331	25,385	-3,138	-4,346	1,151			-6,333	130	-6,463	The overall portfolio status is on target. There was significant early delivery of savings during 2018/19 against a number of projects, including Targeted Reviews. This is a positive position. As a result of the early delivery in 18/19 a small proportion of the savings profiled for 19/20 will not deliver in year however across all years the portfolio is still projecting to over deliver by £6.5m. There are a number of projects that are not currently reporting as on target and in all cases 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	Same		7,107	9,820	2,742	331	20,000	-3,318	-4,301	1,022			-6,597		-6,597	Overall the Promoting Independence Interventions Programme is on target and the 18-19 savings target was exceeded by £4.3 million, including early delivery of savings. As a result of the early delivery in 18/19 a small proportion of the savings profiled for 19/20 will not deliver in year however across all years the programme is still projecting to over deliver by £6.6. Within the 65+ programme the Housing with Care and supporting the use of best practice in the support planning of Older Adults' care services remain 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. There was significant over delivery against the Cross cutting programme in 2018/19 due in a
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. A total of 1780 people completed reablement with START during 2018/19 which exceeded thetarget by 77 people. There was early delivery of savings in 2018/19 amounting to £93k. During March the project gained approval to progress with the IT and Mosaic developments. Work began to prepare for the introduction of the new Promoting Independence Worker (PIW) roles which involved advertising the posts, liaising with the NES team and drafting guidance and criteria. Links were made with the Adult Deaf and Visual Impairment Service (ADVIS) team and a plan drafted to improve referrals from START to ADVIS. The focus of the project for April includes: a review of the OT triage for START in hospitals over winter; recruiting to the new PIW posts; continued promotion of the service to the public through job fairs; planning the next stage of the technology workstream and carrying out a number of 'deep dives' to develop detailed specifications for development; launch of a pilot aiming to increase the number of adults aged 18-64 referred to START.													
					EO	Best Practice in Support Planning: The project is being reported as 'experiencing obstacles' (this is the same as last month). Promoting Independence Meetings (PIM) started in quarter 4 18/19 and quarter 1 of 19/20, later than originally anticipated. PIMs have now commenced across Newark, Bassetlaw, Gedling Ashfield North and ADVIS and are starting in the other districts imminently. As a result, it was not possible to evidence savings from this work in 18/19 and therefore there will be slippage of the savings target of £130K for 2018/19 into 2019/2020, making the target for 19/20 £260K. The experiencing obstacle status is being maintained at this stage while further work is undertaken. In order to assess the level of risk, in terms of delivering the 19/20 target the project is sampling cases discussed through PIMs to date and working with the Finance Business Partner and the Business Change Analyst to agree how to assess the potential impact of any savings from specific cases discussed on the wider commissioning practices in the teams.													
					OT	Commissioning of hospital discharge packages:2018/19 - Finance Team validation complete - assessment of 'On Target'. 2019/20 - Previous highlight reports have documented the ongoing difficulty to establish accurate baseline/benchmarking data. Due to the difficulty experienced to date to produce accurate baseline, the service volume activity measures for 2019/20 agreed at this time with TMs and GMs as part of the Saving Calculator exercise are based on indicative projections. The project will look to refine service volume activity measures once the project has established accurate baseline data. It is anticipated ongoing data analysis supported by new Service User Costing report will produce more accurate baseline data which can be used to refine service volume activity measures on a year to date basis and thus refine savings to be achieved for 2019/20 and for the overall project.													
					EO	Housing with care: Project status is same as last month, 'experiencing obstacles'. The £62k saving for 2018/19 was based on having 42 new units open during the year and assumed that these units would be filled for at least 31 weeks - this has not been possible in 2018/19 for two reasons: Initially there were a significant number of people with very high care needs placed at Gladstone House in a relatively short time period during 2018/19 which led to a higher than projected level of turnover. There are now more Service Users placed there at the medium care needs level, which should now reduce the turnover rate going forward. In July 2019 the provision of care within the scheme will transfer to Fosse following the retender of the service. The opening of the Town View development in February was significantly delayed due to issues beyond the control of the Council related to planning permission for the access and the construction programme. This resulted in 10 units being made available to the Council much later than originally anticipated. As NCC did not cause the delay, Mansfield District Council have agreed to fund the rents on the 10 units from opening of the scheme, until they have all been let by a first tenant. Positively, the Town View scheme has now opened creating a further 10 new units for use by the Council, 4 of which were occupied immediately after the opening in February. Currently 6 of the units are full with a further 2 people waiting to move in by May 2019. In addition, the opening of Priory Court Housing with Care scheme is scheduled for the summer 2019 with a combination of assessment apartments and also 'housing with care' nomination units (for which 6 older adults have already been identified as priorities for moving into the nomination units)													

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AS CH 180 3	Interventions for Adults aged 18-64: The overall aim of this work is to ensure service users are supported to live as independently as possible with a good quality of life. This work will focus across three areas below: • Promoting independence in current settings. • Supporting service users to live as independently as possible. • Preparing for Adulthood – Improving Transitions between Children’s and Adult’s Services. Example Benefits: • Reduction in the number of support / outreach hours commissioned in existing settings (e.g. supported living schemes / residential care) through active reviewing and better use of shared hours and negotiations with providers. • More people supported to move into a more independent setting (e.g. from residential care to supported living, or from supported living into general needs accommodation. • More people receiving short-term enablement support that helps maximise their independence for longer. • Some service users may have earlier engagement than they might otherwise have done from the Transitions Team.	On Target	On Target	Same	AR	Reduction in long-term care placements: Savings validation has been completed by finance for 18-19. The FYE for 2018/19 is £628k, which has an in year effect of £451k, against a target of £435k. (this includes carryover from 17-18). The carry forward for 2019/20 is £185k against a target of £35k, resulting in an over-achievement of £150k in 2019/20. The projects at risk status relates to previous years savings that were not achieved in the originally anticipated timescale. Planning work is underway to consider how to tackle the next phase of residential moves.												
					OT	Ensuring cost-effective services for younger adults through alternative accommodation: This project continues to report as on target. The Housing with Support Strategy is being considered by ASCH Committee in May and Policy Committee in June 2019.												
					OT	Promoting Independence in supported living and outreach services: Overall status - Project continues to report as on target. The target for 2018/19 was £1,250k and £1,354k was achieved. It is also projected that the 2019/20 target of £625k will be delivered.												
					Closed	Reducing the Costs of residential Placements - Younger Adults: This project is now closed and it’s overall savings target has been achieved.												
					OT	Notts Enabling Service (NES): The NES project is on target The Savings Tracker has been validated by Finance in terms of calculations for 2018/19 and the target of £601k was over achieved by £78k. Spot checks are being undertaken on judgements that have been made by operational colleagues regarding the hours saved on cases the NES have worked with. The validated FYE figure being carried forwards into 2019/2020 stands at £357k against a target of £601k, giving confidence that this target will be achieved.												
						OT	Transitions: Savings for 18/19 were £242k - (£124k of this was from the in year effect and £118k of this was full year effect from activity undertaken in 17/18). This means the project is reporting an overachievement of £182k at year end. FYE effect that rolls in to 19/20 from this year’s activity is £147k.											

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AS CH 180 4	<p>Cross cutting interventions: This work refers to intervention that applies to service users aged 18-64 and 65+, and includes work across:</p> <ul style="list-style-type: none">• Reviewing.• Direct Payments.• Further Investment in Assistive Technology (AT) to Promote Independence.• Income Generating Projects, e.g. Improved Collection of Continuing Health Care Contribution.• ASC&PH Strategy Phase 2. <p>Example Benefits: •More service users will be reviewed earlier or more frequently than previously, maximising the opportunity to increase or maintain their independence and reduce reliance on formal support. •Increased use of community and voluntary support options for existing service users to maximise their independence, and subsequent reduced use of homecare, day services, transport services and other paid for sources of support. •Increase in alternative methods of review utilised. •Increased use of Personal Assistants and Pre Paid Cards. •Increased ability of service users to use Assistive Technology to self-care and remain independent for longer, and increased opportunities to prevent falls and reduce hospital admissions. •Increased income generation.</p>	On Target	On Target	Same	EO	<p>Direct Payments: Across all years the project is now reporting total savings of £2,528k, i.e. an over-achievement of £517k.</p> <p>Despite the over-achievement of project savings, the project will continue to report progress towards the target for additional PAs (Personal Assistants) recruited for new DP packages beyond March 2019. The actual is now at 16.13% (as of February 2019) against a target of 50%. The project's Experiencing Obstacles status reflects the challenges in meeting this target to date, as well as the slippage to timescales to embed the DP calculator into Mosaic and introduce a new DPSS model.</p> <p>Mitigating action in place to increase the recruitment of PAs for new DP packages includes:</p> <ul style="list-style-type: none">• A Direct Payment E-Learning portal will go live in May 2019 and will be communicated to all frontline staff.This should increase staff confidence in commissioning DPs, especially PA packages.• Targeted emails continue to be sent out to teams on a monthly basis, plus monthly emails to front line teams featuring positive case studies to encourage staff to learn from good practice.• A new PA promotion activity plan has been created for 2019/20.												
					OT	<p>Targeted Reviews: There was significant early delivery of savings against this project in previous years, with £2,705k delivered above the profiled targets. Full year effect of £1,283k from activity in 2018/19 has been carried forward and a further £1,000k is projected to be delivered this year. This will result in the 2019/20 target of £4,000k being under-delivered by £1,700k. However, this figure was delivered early and, across all years, this project is projecting to exceeded targets by £1,505k.</p> <p>The % of reviews (of packages of long term care) undertaken in the previous 12 months was 68.96% at the end of April compared to 68.62% at the end of March (against an improvement target of 80%). During2019/20 the countywide reviewing teams (CRT) will focus on long-term service users who have not had a review in the last 12 months or longer located in residential / nursing care (using a clinic approach) and community based settings (via geographic clusters, where possible).</p> <p>The first meeting of a resurrected Working Group was held 07.05.19 that will oversee identification and implementation of the best solution for achieving the necessary changes to Mosaic in order to simplify the reviews workflow and prevent multiple reviews being created (and thus improve the reporting on overdue reviews). It was agreed that the scope of the Working Group should be a comprehensive evaluation of the entire review process, rather than just seeking to address the issue of multiple reviews.</p>												
					Closed	<p>Improved Collection of Continuing Health Care Collection:This project is now closed and the overall savings targets have been over achieved.</p>												
					EO	<p>Brokerage for Self Funders: Currently there are 64 service users being charged / invoiced for brokerage. The £22k underdelivery against the 2018/19 savings target was temporarily mitigated by other budget areas within the service. A permanent solution to reduce and meet any ongoing shortfall is being explored.</p>												
					OT	<p>Assistive Technology: Validation of 2018/19 cost avoidance from AT interventions are underway with a figure of £2,870k currently projected. There is confidence that the savings target of £174k has been met.</p> <p>Training continues with the Integrated Community Disability Service to ensure that all appropriate cases are referred for an assistive technology assessment.</p> <p>Agreement has now been reached with NCC's supplier to source smart home devices and these are about to be trialled in two physical disability cases to support reductions in care packages. This will lead to significant cashable savings, if successful.</p>												
					OT	<p>Review the benefit rates and minimum income guarantee levels used to calculate service users' contributions towards the cost of their care and supportThe net savings resulting from the 1st phase of the policy change will begin to be realised from June 2019. As the change in policy is being implemented as approved, it can be assumed that the savings are on track.</p> <p>Monitoring of the number of / total cost of short term waiver requests as a result of the policy change is also taking place, so that this can also be taken into account when reporting the net additional income. The project's measure baselines have been adjusted, where applicable, based on 2018/19 year end information. It is anticipated that the levels of approved short term waivers and number of approved Disability Related Expenditure cases above the £20 standard allowance will exceed last year's baseline as a result of the changes to the contributions policy.</p>												

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AS CH 180 1	Early Resolution	On Target	On Target	Same		427	394	416		1,237		5	-5					The programme is on track. The 3 Tier early resolution project has met the target reduction for 2018/19. New ways of working with carers is on track having achieved savings of £70k early in 17/18 rather than as scheduled in 18/19 and expects to make the required savings for 2019/20.
	Programme relates to interventions that occur when someone first contacts/accesses services. This programme extends the existing Early Resolution project through the adoption of the 3 Tier Model to engage with people who approach the Council for care and support: •Tier 1 connects people to local resources •Tier 2 helps where more that Tier 1 support is required, offering swift and appropriate support to help people regain their independence or develop new skills. This may include access to short term support. •Tier 3 helps those people who, after Tier 2, have ongoing care and support needs. This approach applies equally to Service Users and Carers. Example Benefits: • A reduction in the number of people assessed for care and support and subsequent long term support by providing an alternative way of meeting their needs earlier. • Less people will be formally assessed, but short term support will be provided to more people to help maintain or increase their levels of independence. • Increased capacity in district social care teams to deal with the most complex cases.				OT	Early Resolution: The project status remains on target. The project continues to reduce the number of referrals sent from the Adult Access Service (AAS) to district teams that could result in the completion of a CASA. •The 2018/19 savings target was reliant on no more than 2404 care and support assessment requests being sent by the Adult Access Service to operational teams, this target was exceeded with only 1924 requests being made. •The 2019/20 savings target requires no more than 2050 care and support assessment to be sent by the Adult Access Service to operational teams, this measure is assessed as being on target for period 1. During 2018/19 there was a 15% increase in enquiries to the customer service centre and there has been an upward trend for the last 3 years, this has been used to develop refreshed demand projections which have been used to confirm the targets detailed above. Demand will be kept under review during 2019/20.												
					OT	Carers: The project status remains on target this month. The project achieved savings early in 17/18 rather than as scheduled in 18/19. Savings were achieved by services working to early resolution principles - principally the Customer Service Centre offering information/advice/alternative resolution instead of referring carers to carers assessments. This resulted in 805 fewer assessments/reviews being completed in 17/18 with 1733 fewer direct payments allocated, compared with 16/17(achieving the target reduction of 500 in the previous financial year). In 19/20, the project will 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.												

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AS CH 180 5	Commissioning & Direct Services	Experiencing Obstacles	Experiencing Obstacles	Same		1,035	2,270	843		4,148	180	-50	134			264	130	134	<p>The closure of Leivers Court is still on track to close on June 23rd. The dates for the closure of the two remaining Care and Support Centres have been agreed as James Hince September 2019 and Bishops Court March 2020 and current projections are that the projects savings profile will be delivered as planned.</p> <p>The work at Brooke Farm , subject to planning permission, is set to start in July and to be completed by November.</p> <p>The status for the project to maximise income has been moved to on target.</p> <p>The Integrated Community Equipment Loan Scheme project remains experiencing obstacles pending the outcome of current negotiations in relation to partner contributions.</p> <p>The status for the other projects and the overall programme remain the same as last month.</p>
					<p>The main focus of this programme is considering options around the use of some of the Department's Direct Services, in order to optimise opportunities to reduce running costs and increase income through commercial development.</p> <p>Relevant Direct Services under the scope of this work include:</p> <ul style="list-style-type: none">•The County Horticulture and Work Training Service•Care and Support Centres•Investment in Shared Lives <p>Outcomes the programme will support:</p> <ul style="list-style-type: none">•Promote greater use of the services and their assets.•Increase income generation and maximise productivity.• Increase in the number of Shared Lives carer households recruited.														
	OT				<p>Care and Support Centres: Leivers Court is set to close as planned on 23rd June 2019. The dates for the closure of the two remaining Care and Support Centres have been agreed as James Hince September 2019 and Bishops Court March 2020 and current projections are that the projects savings profile will be delivered as planned. The re-tender exercise for assessment beds, to replace capacity lost with the closures, has closed but there has been very limited interest from the market.</p> <p>In the South of the County, the use of health beds is working well and whilst other options are still being explored, it is anticipated that this provision will be utilised in the short-medium term.</p>														
	AR				<p>Investment in Shared lives: The service has now recruited to the manager post, which should free up additional capacity to secure more households to the scheme. The service is also going to recruit to a senior coordinator post to further expand the capacity.</p> <p>The operational measures concerned with increasing the number of shared lives households will continue to report throughout 2019/20. The status for this project will remain at risk pending achievement of the original target of 30 new care families joining the scheme.</p>														
	OT				<p>Maximise the income available to the Council's directly provided adult social care services:The service have explored the potential to meet the target for this project by an alternative delivery method and it is planned to allocate the £130k across various Direct Services giving numerous services a share of the target. Once this has been agreed with Group Managers the project will continue to be monitored during 2019/20 to ensure the saving is delivered.</p>														
	EO				<p>County Horticulture and Work Training Service:Development of Brooke Farm Site: Works are anticipated to start on site third week in July (subject to planning) with completion in November. The Retail Manager started in post 19th March 2019 and work is being undertaken to ensure the vision meets the users' needs. Work has also started with the Commercial Development Team to ensure the product is correct and to develop a pricing strategy. Consultation with retail staff will be required regarding extending the opening hours for the shop (change of working hours) in preparation for the completion of the works.</p> <p>Skegby: Completed and closed.</p> <p>Horticultural Operatives: Initial work started with the I Work team to identify alternative employment for Horticulture Operatives.</p>														
	EO				<p>Integrated Community Equipment Loan Scheme (ICELs): The status for the project will remain as experiencing obstacles until we have confirmation that the current re-negotiation of the partner contributions have been completed. It is anticipated that there will be a reduction in the NCC contribution sufficient for this project target to be met and at that point the project will then be closed.</p>														
	OT				<p>Review of Day Services: The majority of service users receiving internal provision have been reviewed with the exception of people who have recently been reviewed which Day Services Team Managers are going to complete. The majority of external reviews have been completed and have identified less opportunities for reducing 1-2-1 support but work continues with providers to explore potential efficiencies in how the support is structured.</p> <p>A total of £87k in savings has been delivered and is projected that remain reviews will result in the achievement of the overall savings target of £135k</p>														
	OT				<p>Review of external contracts: Potential savings have been identified against three contracts which, subject to the outcome tenders or negotiations, would deliver savings totalling of £125k</p>														
	Closed				<p>Savings from revised Contractual Arrangements: £50k savings target achieved</p>														
Closed	<p>Merger of Commissioned Crisis Prevention Service for Carers and Rapid Response Service (now called Home First Response Service):£50k savings target achieved</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 ris
	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 require
	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 undeliverabl
	Awaiting major points of clarification / decision-making to enable PID and plan to be completed.