

Improving Lives Portfolio - (as per Project Highlight Reports, submitted July 2019)

Ref	Programme & Brief Overview	Program me Status (Last Month)	Program me Status (This Month)	Trend	Project Status	Savings Targets					Savings at Risk / Slippage / Over delivery				Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
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	Improving Lives Portfolio	On Target	On Target	Same		12,575	4,827	1,142	348	18,892	-2,886	-80		-2,966	130	-3,096	<p>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. The portfolio is currently projecting early / over delivery of £3m across all years.</p> <p>The Interventions for adults 65+ and the Commissioning and Direct Services Programmes remain experiencing obstacles and mitigating action is planned to avoid impact on future years savings.</p>
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		9,911	3,568	1,142	348	14,969	-3,230			-3,230		-3,230	<p>Overall the Promoting Independence Interventions Programme is on target with overall targets projected to be over delivered by £3.2m across all years.</p> <p>The Adults 65+ Programme remains 'experiencing obstacles' because three of the four older adults projects are reporting as experiencing obstacles (Best Practice in Support Planning, Housing with Care and Hospital Discharge projects). Mitigating actions are being undertaken within those three projects. Meanwhile, the largest OA savings project, the Transforming Reablement Project, remains on target to deliver it's profiled savings for 2019/20.</p> <p>Adults 18-64 - All projects are reporting overachievements of savings targets. The emerging area of risk continues to be reduction in average savings made per referrals in the Transitions project. Work is still underway to look in to this issue further. Work to implement the Housing with Support Strategy is underway with early work showing positive results in reducing the number of vacancies and therefore costs across the young adults accommodation system.</p> <p>Cross Cutting - The Cross Cutting Interventions Programme delivered savings early and across all years the total target is anticipated to be achieved(and exceeded).</p>

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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.	Experiencing Obstacles	Experiencing Obstacles	Same	OT	Transforming Reablement: This month the transforming reablement project remains on target. 222 service users completed reablement with START in July 2019. 81% of these service users required no ongoing homecare following their reablement.										
					EO	Housing with Care: Project status is same as last month, 'experiencing obstacles'. Further work is ongoing to update the finance models. This will ensure that there is a clear understanding of where saving can be made and how they are recorded and reported going forward. National expertise is being provided from the Housing Learning and Improvement Network (Housing LIN) to support further detailed work on implementation of the Housing with Care strategy. A report was presented to the Adult Social Care Senior Leadership Team on 31 July, which outlined some options to take the project forward, further work is now being undertaken to better understand the operating models within the existing schemes. These current schemes will need to be reviewed to ensure that they are delivering savings and are meeting the Council's objectives. Initial findings have identified that work will need to be done to alter the operating model to maximise savings potential, any future activity will need to fit into a sustainable operating model that allows for ongoing efficiencies and a reduction in long term care costs.										
						EO	Best Practice in Support Planning: The target savings for the project for this financial year are £260K, which includes the carry forward of £130K unachieved savings from 2018/19. The quarter one review by the Project Team had identified potential savings from this work of £195K by March 2020. This would be £65K lower than the 2019/20 target. The project is therefore reporting as 'experiencing obstacles' (this is the same as last month). Further work has since been progressed in July to address unwarranted variation in commissioning outcomes and district targets have been agreed totalling the required £260k. Monitoring arrangements are in place. This work is supported by Promoting Independence meetings to help teams share best practice and improve outcomes.									
							EO	Commissioning in Hospital Discharge Packages: The project has not yet been able to find a reliable solution to enable automated reporting of accurate average weekly unit cost of care packages for 2019/20. Finance has agreed for the project to report indicative savings based on the volumes of people entering each service provision at point of hospital discharge. Quarter 1 data analysis indicate countywide hospitals are experiencing difficulty meeting agreed volume targets in some areas. The project will remain experiencing obstacles pending the evaluation of quarter 2 data.								

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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	On Target	On Target	Same	OT	Housing with Support: This work combines three existing projects, Reductions in Long Term Care Placements, Promoting Independence in Supported Living and Outreach Services and Alternatives to Residential Care. The Housing with Support work will then go on to build upon these existing projects, by implementing the Housing with Support Strategy which seeks to ensure the effective management of the whole Younger Adults Accommodation landscape, ensuring where housing is a requirement of meeting someone's support needs, that this is done in the most appropriate setting to support independence. This project is currently on target.											
					OT	Notts Enabling Service: The Notts Enabling Service (NES) project is on target for July 2019. The number of younger adults having their independence promoted by the team through focussed work to learn or regain life skills is currently 41 per month, this is against a target of 32.5. These activity levels and the positive outcomes the team are supporting individuals to achieves means in turn there is a decrease in the on going level of support needed. The result of this is that NES savings currently stands at £187k in year for 19/20.											
					OT	Transitions: Work to promote the independence of people transitioning in to adults services continues to be successful. This in turn has resulted in a reduction in the level of support needed and therefore this is project is on target to deliver against it savings target. The number of people the team have worked with has slowed down in quarter 1 of this year as fewer referrals have been received this will be kept under review to determine if this is changes next month.											

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AS CH 180 4	Cross cutting interventions: This work refers to intervention that applies to service users aged 18-64 and 65+, and includes work across: • Reviewing. • Direct Payments. • Further Investment in Assistive Technology (AT) to Promote Independence. • Income Generating Projects. 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. •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.	On Target	On Target	Same	OT	Targeted Reviews (C07): By year end it is projected that £1.1m in year savings will be achieved. This means that, when taking into account the early delivery of savings in former years, by March 2020 the project will have exceeded its £8.5m savings target by £1.6m. The % of reviews (of packages of long term care) undertaken in the previous 12 months increased again in July to 71.45% against a target of at least 80% by year end. Hopefully, the mitigations in place with both the central and district reviewing teams will mean this increase will continue to be seen each month to ensure that, in the near future, service users supported by the department receive an annual review.										
					OT	Review the benefit rates and minimum income guarantee levels used to calculate service users’ contributions towards the cost of their care and support: Based on income invoiced to date, projected year end additional income / savings are in line with the profiled target of £2.6m. As expected, the levels of approved short term waivers and number of approved Disability Related Expenditure (DRE) cases above the £20 standard allowance are already exceeding last year's baseline as a result of the changes to the contributions policy.										
					OT	Further Expansion of Assistive Technology (AT) to Promote Independence (C08): Savings data for the Apr to July 2019 period is currently being analysed before validation by finance. The pilot scheme to assess measures for a new AT business case has commenced and is on track to report to the department's senior leadership team in October 2019. The pilot is considering a number of areas, including: conducting in-depth desktop reviews of a small sample of higher cost packages for adults aged both 18-64 and those aged 65+; conducting in-depth desktop reviews of a random sample of individuals; and analysing performance data between different operational teams with the aim of ensuring consistency of approach and the sharing of best practice.										
					EO	Brokerage for Self-Funders - full cost recovery: Currently, 77 users of the brokerage service are being charged, which by year end equates to income of £8.7k. It is too soon in the year to know if any actual shortfall by year end will be met by over-achievement against other fee areas, as was the case last year. Various mitigations are in place in order to close the income gap. In the meantime, it is anticipated that the project's status will remain as 'Experiencing Obstacles' for the foreseeable future.										
					OT	Protection of Property and Pets: Budget monitoring is currently suggesting the project's target savings of £30K will be achieved by year end. Guidance to staff, asking them to identify contingency arrangements for pets / property, has been postponed to September, in order to align with timescales for cascading revised form / letter templates and process charts to them.										
					Closed	Direct Payments: The project's status has now changed to 'completed' following sign-off of its closure report. However, ongoing tracking and oversight of the project's activity measures will continue until all are all on target. Those still off target include: •% of new Direct Payment (DP) packages year to date that are Personal Assistants (PAs): actual is 19.27% against a 50% target. Mitigating activities to increase this % are ongoing, including securing approvals for ongoing resource requirements. •Reduction in the average non-completion rate of DP audits from 15% to 5%: actual is still 15%. In mitigation, there is now a full complement of DP auditors following a period of post vacancies. However, progress on working through the backlog will remain slow whilst the new employees are inducted and trained up. •Annual DP recoup income target of £1.796m: actual so far this year is down on the same period last year. However, the month to month figures are known to fluctuate and so it is too early to form any judgement on whether the year end target is at risk. This will be known more accurately mid year. The lower income in the first quarter is highly likely to be due to resource issues referenced above. Ongoing oversight of key deliverables still outstanding will continue, including embedding a DP calculator into Mosaic and introducing a new DP Support Services (DPSS) model. Work to embed the										

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AS CH 180 1	Early Resolution	On Target	On Target	Same		394	416			810	80	-80		80		80	<p>The programme is on track.</p> <p>The 3 Tier project status is currently performing above target and it continues to reduce the number of referrals sent from AAS to district teams that could result in the completion of a care and support assessment.</p> <p>The carers project is currently at risk due to commissioning delays for the new Carers Hub and Engagement and Promotion Services. Mitigating actions are being undertaken.</p>
	Programme relates to interventions that occur when someone first contacts/accesses services.				OT	Early Resolution (Consulted on as - C05 New operating model for the Social Care Pathway): The 2019/20 savings target requires no more than 2050 case referral requests (monthly = 170) which may result in the completion of a Care and Support Assessments (CASA) to be sent from Adult Access Service (AAS) to operational district teams. The project has agreed a new higher stretch target of no more than 1863 case referral requests (monthly = 155) which may result in the completion of a CASA to be sent from AAS to operational district teams.											
	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.				AR	New ways of working for carers: This project sees the implementation of the new Carers Strategy which was approved by Policy Committee in May 2019 to support carers to access good quality advice, information and support. Key to implementing the Strategy is establishing a new Carers Hub service which will be integral in identifying carers, and providing information, advice, and short-term support, making use of existing resources. The commissioning of this jointly funded service (Nottinghamshire County Council and Health) has been delayed and the Carers Hub is now not anticipated to commence until December 2019. As a result of more carers receiving alternatives to a personal budget, savings of £80k were scheduled to be delivered in 2019/20. The delays to the commencement of the Carers Hub contract mean that this saving will now slip and be delivered in 2020/21. The Carers Team based within the Adult Access Service are working to keep waiting times for assessments to a minimum to ensure that, where possible, people can be offered an assessment by the Carers Hub as soon as the service commences in December 2019.											

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AS CH 180 5	Commissioning & Direct Services	Experiencing Obstacles	Experiencing Obstacles	Same		2,270	843			3,113	264			264	130	134	Leivers Court closed as planned on 21st June and the building was handed back to Property. The dates for the closure of the two remaining Care and Support Centres have been agreed as James Hince 30th September 2019 and Bishops Court 27th March 2020 and current projections are that the projects savings profile will be delivered as planned. The Integrated Community Equipment Loan Scheme project remains experiencing obstacles pending the outcome of current negotiations in relation to partner contributions. The status for the projects and the overall programme remain the same as last month.
	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.				OT	Care and Support Centres (OfC C03): 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. 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.											
	Relevant Direct Services under the scope of this work include: •The County Horticulture and Work Training Service •Care and Support Centres •Investment in Shared Lives				OT	Review of Day Services: To date the project has delivered savings of £103k against a target of £135k, i.e. a gap of £32k. It is projected that there is limited savings potential from the remaining reviews, however, the Programme Board have agreed to await the completion of all reviews before declaring any savings at risk.											
					OT	Review of external contracts: Potential savings have been identified against three contracts which, subject to the outcome retenders or negotiations, would deliver savings totalling of £125k											
					Closed	Savings from revised Contractual Arrangements: £50k savings target delivered											
					EO	County Horticulture and Work Training Service: Development of Brooke Farm Site: The required surveys have been completed and works are expected to be completed by the end of the year. The Retail Manager has been appointed is currently focusing on the product mix and pricing strategy - and is working in conjunction with the Commercial Development Team. Horticultural Operatives: Initial work started with the I Work team to identify alternative employment for Horticulture Operatives.											
					AR	Investment in Shared lives: 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 target of 30 new care families joining the scheme. Procurement for Shared Lives Plus support is complete. Shared Lives Plus are now reviewing NCC shared lives anonymised data with a view to producing analysis and benchmarking information for the NCC Shared Lives scheme. This will be used to understand how NCC can grow their scheme and the costs/savings involved.											
					EO	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.											
					OT	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 the £130k has been allocated across various Direct Services giving numerous services a share of the target. The project will monitored budgets during 2019/20 to ensure the saving is delivered.											

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 /
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.