

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

Ref	Programme & Brief Overview	Programme Status (Last Month)	Programme Status (This Month)	Trend	Project Status	Savings Targets (£000)s				Savings at Risk / Slippage / Over delivery (£000)s				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	Better		8,569	5,682	3,580	17,831	-6,612	-63		-6,675	22	-6,697	The overall portfolio status is on target. The Status remains On Target despite some programmes and project experiencing obstacles 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. Whilst this is a positive position, there are a number of projects that are not currently achieving their activity measures, that unless mitigated could impact on future years savings. There are a number of projects within the Interventions for Adults aged 18-64 sub programme that are experiencing obstacles and at risk (detail is provided below). These are being addressed and mitigating actions put in place.

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	Promoting Independence Interventions This programme of work will look at changes across 3 main areas detailed below:	On Target	On Target	Better		7,027	3,328	2,321	12,676	-6,756	-3		-6,759	22	-6,781	Overall the Promoting Independence Interventions Programme is on target and is reporting an over achievement for 18-19 of circa £6.75 million. 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. One project in the 65+ programme is experiencing obstacles, this is Housing with Care and it is due to some delays in filling placements, mitigating action has been taken to rectify this situation. The Cross cutting programme continue to over deliver due in large to the over delivery of targeted reviews and the increased collection of continuing health care funds.
ASCH 1802	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. The number of people completing reablement during August 2018 was below target. The target for August was 158 and the actual was 141. The project targets relate to the whole lifespan of the project, and includes additional savings that have not yet been approved. Progress towards the approved savings remains on target. N.B. The performance data in monthly highlight reports relates to the previous months due to data availability i.e. September highlight report contains August performance data. During September the process was finalised to charge for contributions, when people receive temporary home care from START following reablement whilst they are waiting for a home care provider. Delays in finding home care providers, resulting in delays in discharge from START, continues to impact on the capacity of the service. This issue is being monitored and steps are being put in place to try to address this issue.										
					OT	Best Practice in Support Planning: Transformation Partner work with Hospital Teams to improve support planning commenced from 10 September 2018. Initial work is being planned to scope an information dashboard for use by OA District Teams which will provide relevant information to facilitate improved support planning. Work is underway to agree targets for the key project activity measures and benefits realisation with Finance (work to be concluded by end of Oct 2018)										
					OT	Better Support for Hospital Discharge Project: Project is on track to deliver savings.										
					EO	Housing with care: Delays are being experienced with the completion of new developments and placing people in completed developments, analysis is currently underway to assess the impact this will have on savings and to identify mitigating actions. This Projects Experiencing Obstacles Status is not impacting the overall Programme Status due to the low level of savings associated with this project (£147k)										
ASCH 1803	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.	Experiencing Obstacles	Experiencing Obstacles	Better	AR	Reduction in long-term care placements: 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 individual’s needs. It is projected that the 40 move will not be achieved this year due to the complex nature of the cases and them requiring a longer than expected amount of time and more short term work in advance of moves as well as the limited number of accommodation options available that suit each individual’s needs.										
					AR	Ensuring cost-effective services for younger adults through alternative accommodation: 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). Due to the uncertainty surround the CCO posts in the YA Project Team, and if they will be extended beyond March 2019, it was agreed by the Promoting Independence Interventions for Adults Aged 18-64 Programme Board (at its September meeting), that these savings / moves were at risk.										
					AR	Promoting Independence in supported living and outreach services: This project remains reporting as at risk, although the amount at risk has decreased from £250k to £70k for 2018/2019, since July. 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. This month Assistive Technology has been installed in 3 services where this work has started which will lead to further reductions in sleep in night support before the end of 18/19. Staffing resource remains a risk to the project as contracts will cease in March 2019 and this will impact on savings forecasted for 2019/2020.										
					EO	Reducing the Costs of residential Placements - Younger Adults: This project is reporting as experiencing obstacles, this is due to some additional activity required with providers and not because it has not achieved its savings targets. The savings achieved across all years is currently £2.287m i.e. a surplus of £288k above the target. Since last month, there have been no further savings reported. There is work taking place on a Provider Engagement Questionnaire to inform strategy and offer consultation opportunity with providers across the sector. This was due to be published in September but now slipped to October. In addition a Market Position Statement has been drafted regarding YA residential markets to inform strategy.										
					OT	ASCH Strategy - Improving Lives & Notts Enabling Service: The Improving Lives savings are on track, currently forecasting £194,489 against a target of £175,000 for 2018/19 NES costs avoidance is on track, currently forecasting £272,836 for PIWs and £171,108 for CIWs. £443, 944 overall against a target of £200,000 for 2018/19 The work of the PIWs alone is avoiding costs of approximately £45,000 per month which suggests that they will achieve cost avoidance for the year of approximately £545,000 if current activity can be maintained. Cost avoidance for CIWs is currently £171,108 but confidence is low because the call back system that the team have put in place reveals that many people have not acted on advice given. An evaluation of NES has been prepared and submitted to the Transformation board on the 26/9/18 with options to reduce the current running costs and recommendations to focus NES on younger adults. The outcome of this will be known by the next reporting period.										
					OT	Preparing for Adulthood: 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 £151k against a target of £50k.										

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ASCH 1804	<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:</p> <ul style="list-style-type: none"> 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. 	On Target	On Target	Same	EO	<p>Direct Payments: This project under delivered against it's previous years savings by £71k and is projecting to over achieve the 2018/19 target of £1.280m by £19k. Work continues to identify further savings to mitigate the previous years under delivery. DP recoup income to date is £1.033m in year and the projection for the year remains £2.066m. The project is not currently achieving it's target for 50% of new Direct Payment packages to be supported by a Personal Assistant but savings are being mitigated from other areas.</p> <p>The Direct Payment Calculator is now planned to be rolled out for the commissioning of packages from December 2018.</p> <p>As a proportion of all DPs (i.e. existing and new), the % of SUs using PPDCs has increased from 24.4% in August to 25.08% in September.</p> <p>Project and Programme Sponsors are currently considering short and long term interventions required to address the on-going workload pressures being experienced by the Adult Social Care Financial Services Direct Payments Audit Team.</p>										
					OT	<p>Targeted Reviews: The 2018/19 savings target of £2.010m is currently being over achieved by £1.968m. This is a reduction since last month of £201k as there has been a revision of the FYE saving of some packages reviewed in 2017/18 which has reduced the brought forward figure into 2018/19 by £329,610.</p> <p>The % of reviews (packages of long-term care) undertaken in the previous 12 months is currently 73.23% against a target of 80%.</p>										
					OT	<p>Improved Collection of Continuing Health Care Collection: The projected over achievement against the £500k savings target for 2018/2019 has increased in September by £604k to £4.577m.</p>										
					EO	<p>Brokerage for Self Funders: It is planned for charging to have commenced for all service users by the beginning of November 2018 and it is projected that this will deliver in year savings of £6k. The remaining £22k of the savings target will be delivered through other fees and income (e.g. deputyship).</p>										
					OT	<p>Assistive Technology: Year to date cost avoidance savings to 30th September 2018 have been submitted to finance for validation. Once completed this validation activity will confirm whether cost avoidance savings targets can be increased for this project.</p>										

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ASCH 1801	Early Resolution	Experiencing Obstacles	Experiencing Obstacles	Same		507	394	416	1,317							Early Resolution Programme is experiencing obstacles pending validation of year to date savings.
	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 than 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.				EO	Early Resolution: A key element of this project is the roll out of three tier assessment model which aims to resolve queries at an earlier stage and reduce the number of requests for a care and support assessment. Following a successful pilot in Broxtowe the model has now been rolled out to all districts. There has been a year to date reduction of 309 care and support assessments (CASAs) against a annual target of 354, project status to remain as experiencing obstacles pending further work to confirm the cashable savings achieved by this reduction. The changes to core workflow and new contact forms successfully went live in Mosaic and interdependent systems 2 October 2018, this will further support the consistent implementation of the three tier model.										
	OT				Carers: Year to date performance against the approved project measure for reduction in the budget for payments to carers is currently being analysed.											
ASCH 1805	Commissioning & Direct Services	Experiencing Obstacles	Experiencing Obstacles	Same		1,035	1,960	843	3,838	144	-60		84	84	The Status for all projects within this programme remains 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. 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 Outcomes the programme will support: •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	Care and Support Centres: Compared to the original target dates St Michaels is now closing early and Leivers is a bit delayed. The resulting £46k slippage should be off-set by the additional savings from the reduction in re-provisioning costs The Invitation To Tender (ITT) for the commissioning of assessment beds will go out in October. The provision will be introduced in stages from November to ensure that the service remains within the available funding The number of long-term service users at St Michaels is now down to 2 and there are 4 at Leivers Court. The Fractures scheme at St Michaels will be reduced from November. A number of staff based at Leivers Court are showing an interest in permanent jobs at the new St Francis Ward at the City Hospital										
	AR				Investment in Shared lives: The service remains in difficulty with regard to developing the scheme. The request for a 12 month temporary Shared Lives Coordinator to was turned down due to financial constraints and no alternative funding has yet been identified for the additional post.											
	EO				Maximise the income available to the Council's directly provided adult social care services: Additional income being generated by the Council's directly provided Adult Social Care Services is currently being assessed and the remaining shortfall determined. Following this further actions will be agreed to achieve the remaining income target.											
	EO				County Horticulture and Work Training Service: Consultation on the closure of Grounds Maintenance, Golden Gardens and the Skegby site took longer than anticipated. This in turn delayed the final approval of the closures and as a result the delivery timeline has slipped. The Skegby site is now on track to close by the end of 2018 and staff engagement is on going. 2018/19 savings are anticipated to be delivered in an alternative way.											
	AR				Integrated Community Equipment Loan Scheme (ICELs): 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.											
	Closed				The project will remain on the project status summary pending delivery of budget savings. Merger of Commissioned Crisis Prevention Service for Carers and Rapid Response Service (now called Home First Response Service): £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.