

Improving Lives Portfolio - Programme Status Report January 2019  
Exceptions and Remediated Exceptions only

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	Improving Lives Portfolio	On Target	On Target	Same		8,569	12,604	4,001	331	25,505	-3,138	-4,499	-342			-7,979	22	-8,001	The overall portfolio status is on target. The Status remains On Target and the trend has improved for some programmes with the early resolution programme status is now on target. There remains significant over achievement against a number of projects, including Targeted Reviews and Continuing Health Care and therefore in 2018/19 we are still forecasting to overachieve savings targets, though the level of overachievement has reduced. 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.
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		7,087	9,990	2,742	331	20,150	-3,318	-4,319	-606			-8,243	22	-8,265	Overall the Promoting Independence Interventions Programme is on target and is reporting an over achievement for 18-19 of circa £4.3 million. This is a reduction from the figure reported in previous months because of a reduction in the forecasted continuing health care funding.  Within the 65+ programme the Housing with Care project remains experiencing obstacles and the Supporting the use of best practice in the support planning of Older Adults' care services has also moved to experiencing obstacles this month. 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.  The Cross cutting programme continues to over deliver.
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.  The number of people completing reablement during December 2018 was on target: • The number of additional people who completed reablement up to the end of December 2018 was 110, compared to this time last year. • The original target for 18/19 was 75 additional people completing reablement compared to 2017/18, which has also been met.  The project is now working towards the target of an additional 41 people completing reablement, which contributes to the new target of 360 people by the end of March 2020.  During January the refreshed criteria for START was launched, along with improved information on the referral process and guidance around referral information required. The referral restrictions, based on the capacity of the service (RAG rating), were also lifted and this was communicated to referring partners. Work is underway to prepare for the launch of the national recruitment campaign roll out.  The main areas of focus for February will be to finalise for approval the detailed business requirements and anticipated benefits of the 'future state' system development and workflow, to review the application process for reablement support worker posts, and to complete the review of the use of the scheduler.													
					EO	Best Practice in Support Planning: This project is reporting as 'experiencing obstacles' (was 'on target' last month).  Project work undertaken to date includes; introduction of an Older Adult (OA) Group Manager Review for all new packages of 12 or more hours a week; monthly performance focus as part of the OA Board; development of older adults profiles and interim older adults dashboards, in preparation for rollout of Promoting Independence meetings (PIMs).  As the PIMs are occurring in quarter 4 later than expected, due to the need to complete the Hospital PIM rollout, it is therefore anticipated that the savings for 2018/19 will now occur in 2019/20.  To mitigate against further slippage, Transformation Partners are attending OA locality management meetings in February, with Teams Managers and Transformation Partners arranging PIMs as soon as is practical in February and March, taking into account any local priorities or pressures.													
					OT	Commissioning of hospital discharge packages: It has been agreed that this project will look to improve trends in commissioning rather than track cashable savings, due to not being able to benchmark against 2017/18 performance.  From the benchmarking data that is available, current analysis of weekly average home care package costs at the point of hospital discharge from Nottingham University Hospital indicates a reduction of £51; from mid Notts a reduction of £73; and from Bassetlaw a reduction of £103 in 2018/19 (up to Dec 2018), compared to costs quoted for 2017/18. Meetings were held in January with hospital teams to set / agree preliminary measures and targets for improving commissioning practice should lead to further savings in average care packages.													
					EO	Housing with Care: Project status is the 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. Analysis by the project has identified a higher than expected tenancy turnover at Gladstone House as a result of high care needs for those individuals placed there so far in 2018/19. Work to address current vacancies arising from the turnover includes arrangements for the temporary conversion of a small number of units into assessment apartments. In addition, the Town View scheme opens in February creating a further 10 new units. As a result, the project savings for 2018/19 are expected to be delivered in 2019/20 and the project status is expected to be 'on target' in early 2019/20, once service users are placed in the new Town View units.  Analysis of the recent soft market testing exercise shows interest in helping to deliver the Council's Housing with Care ambition for Nottinghamshire. The detail of the responses are being considered further as part of project work to determine the required next steps for 19/20.													

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AS CH 180 3	<p><b>Interventions for Adults aged 18-64:</b></p> <p>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:</p> <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> <p><b>Example Benefits:</b></p> <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>	On Target	On Target	Same	AR	<p><b>Reduction in long-term care placements:</b> The project status remains 'at risk', however, savings resulting from moves from residential care to more independent settings continue to be delivered and the level of 'at risk' savings is reducing. There was an under delivery against previous years' savings targets of £251k, and this amount therefore slipped into 2018/19. Activity during 2018/19 to date has over delivered against remaining savings targets by £136k, and therefore the savings remaining outstanding for delivery across all years have reduced to £115k currently.</p> <p>Significant progress has been made during the first 3 quarters of 2018/19. 34 service users have moved out of residential care to a more independent settings, and a further 4-5 moves are anticipated this financial year. 4 of the completed moves have, however, cost more than the previous setting, due to the complexity of the individuals needs, and one individual has recently moved back into residential care. This has meant a reduction of £20k in savings delivered this year.</p> <p>The contracts of the Community Care Officers and Advanced Social Work Practitioner who support individuals to move to supported living were extended until March 2020 during quarter 3, which means that there will be the required resource available to deliver any savings remaining outstanding by year end.</p> <p>Work continues to progress with the Community Living Networks, which enable moves out of supported living. Work is currently underway with finance to agree savings attached to this work.</p>												OT	<p><b>Ensuring cost-effective services for younger adults through alternative accommodation:</b>The draft Younger Adults (19-64) Housing with Support Strategy was presented to ASCH Committee for consideration in February. Following further engagement with service users, carers, families and other stakeholders, the strategy will take forward the work that has been on going as part of the Reduction in Long Term Care project and this project.</p>												OT	<p><b>Promoting Independence in supported living and outreach services:</b>Project continues to report as on target and is reporting no savings at risk for 18/19. The target was £1.250m and the project has now achieved £1.320m.</p>												EO	<p><b>Reducing the Costs of residential Placements - Younger Adults:</b>This project is reporting as 'experiencing obstacles'. This is not because it has not achieved its savings targets overall, but because it will not achieve the target set for 2018/19 due to early delivery of savings in previous years</p> <p>Since last month, there have been no additional savings reported.</p> <p>As the project has achieved it's savings target overall, the focus is now on writing a strategy to better manage the YA Residential Care market. This work is being undertaken by Strategic Commissioning, with work underway to engage the market.</p>												OT	<p><b>ASCH Strategy - Improving Lives &amp; Notts Enabling Service (NES):</b> This project remains on target this month.</p> <p>The Improving Lives workstream savings are on track. Currently forecasting £258,389, against a target of £175,000, for 2018/19</p> <p>The NES workstream is also on track currently forecasting savings of £354,654 from the interventions of Promoting Independence Workers, against a target of £200,000 for 2018/19</p> <p>Work continues to recruit to the vacant NES posts to ensure continued delivery.</p>												OT	<p><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.</p> <p>Actual savings for 2018/19 are now £235,223 (£117,651 of this is from the in year effect and £117,572 of this from the full year effect (FYE) from activity undertaken in 2017/18). This means the project is now reporting an overachievement of £175,223 this year. This amount is not expected to increase significantly before the end of the financial year, as going forward the majority of savings attached to activity completed in year will be realised in 2019/20.</p> <p>FYE effect that rolls into 21019/20 from this year's activity currently stands at £79,434. If activity continues at this pace for the remainder of the year, then it is possible that the majority of next years' target will be achieved before the end of this financial year.</p>											

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AS CH 180 4	<b>Cross cutting interventions:</b> 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, e.g. Improved Collection of Continuing Health Care Contribution. • ASC&PH Strategy Phase 2.  <b>Example Benefits:</b> •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	<b>Direct Payments (DPs):</b> Total value of recouped funds from DP accounts has increased from £1.691m last month to £1.734m. The projection is for the total DP recoup income by year end to be £2.081m, against a target of £1.769m, i.e. £0.312m temporary over-achievement.  Actual in year project savings to date total £1,489,832 and are projected to be £1,608,787 by year end, i.e. £328,787 above target. There is also already £283k worth of savings for 2019/20 achieved from activity undertaken this year. This means that across all years, the project is now reporting an over-achievement of £512k.  The project remains as 'experiencing obstacles' as the target for the recruitment of additional PAs (Personal Assistants) is still not being met (actual of 15.1% against a target of 50%). This is a slight increase on last month but there has been a downward trend prior to this. The project's status also reflects the slippage to timescales to embed the DP calculator into Mosaic. Work is underway with teams to promote greater use of PA's and the project is working closely with our technical teams to progress the development of a live PA measure within team dashboards. DBS (Disclosure and Barring Service) checks are undertaken for established PAs, the Support With Confidence Accreditation Scheme is actively being promoted and PAs are being encouraged to register to enable them to pick up additional hours, and for client succession management. This is proving to be a fairly successful source of additional PAs. Work also continues with ICT colleagues to embed the DP Calculator into MOSAIC. It has been confirmed that embedding the calculator should be a 'straight forward' undertaking, but have yet to formally confirmation of resource requirements and next steps is still needed.  In view of the above position, although the project is currently scheduled to finish at the end of March 2019 (and to have delivered all of its savings targets by then), it will continue reporting into 2019/20, until project measures and outstanding activity is delivered. It is anticipated that the project's status will remain as Experiencing Obstacles for the foreseeable future.												
					OT	<b>Targeted Reviews:</b> In terms of savings, the project is currently over-achieving against its £2.010m target for 2018/19 by £1.872m, and there is already £1.311m worth of savings achieved towards next year's revised savings target of £4.000m, from the full year effect of review activity undertaken already this year. This means that across all years, £8.5m+ savings have already been achieved.  The % of reviews (of packages of long term care) undertaken in the previous 12 months has decreased from 72.50% at the end of December to 72.29% at the end of January, against a target of 80%. Whilst this is a downward trend, it is still higher than the same time last year.  The actual value of package reductions following reviews on packages for adults aged 18-64 is currently below target. However, the equivalent measure for packages for adults aged 65+ is being over-achieved and, as reported above, overall the project's savings targets are being met.  In terms of slipped milestones, as previously reported, the changes required to Mosaic to accommodate the Phase II review pathway are taking time to develop and so there is slippage against the initial anticipated timelines. In the meantime, manual work-arounds are in place. In terms of a longer-term solution, a Mosaic change request form has been drafted which seeks to simplify the reviews workflow to prevent multiple reviews being created (and thus improve the reporting on overdue reviews). This is being shared with key stakeholders, so that the interdependencies with, and impact on, other areas can be assessed.												
					OT	<b>Improved Collection of Continuing Health Care Collection:</b> Whilst the capped over-achievement previously reported was £3.568m, this has now reduced to £2.243m due to a reduction in forecasted continuing health care collection.												
					EO	<b>Brokerage for Self Funders:</b> Due to changes required to the Mosaic workflow and invoicing arrangements in order to facilitate implementation of a recurrent, four weekly charge (as opposed to a one-off initial charge), together with a requirement for a signed brokerage agreement in place for all those using the service, the in year income from this charge is currently only £6k, against a target of £28k. Hover, the shortfall of £22k is being met by over-achievement against other fee areas.  In mitigation: •Outstanding signed brokerage agreements are being chased by two Community Care Officers in the Central Reviewing Teams and all are expected to be cleared by the end of February. •For new agreements being set up, alerts are sent by Adult Care Financial Services to the relevant District Teams, to ensure the necessary brokerage agreements are signed. •The brokerage guidance for staff has been reviewed and is being updated and will be communicated with staff. •Communication for service users is also being developed.												
					OT	<b>Assistive Technology:</b> As previously reported, the project is still on target to exceed the net savings target of £174k. This over-achievement has not been reflected in the cashable benefits profile as this is cost avoidance and to avoid potential double counting of savings, as the AT project is an enabler for other projects reporting savings.  However, the project's success to date is being taking into account as part of wider considerations of any future additional target setting, either to this project or other projects to which it as enabler.  As last month, the measure relating to the use of AT in CYPS pilot is still experiencing obstacles following delays to required process changes in Mosaic. However, this is now in place and training to relevant staff in CYPS wa undertaken at the end of January and referrals are now being encouraged.												
					OT	<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> Subsequent to January reporting, a further amendment to the policy has been approved by Policy Committee on 13th February. The Policy will be revised to apply two Minimum Income Guarantee (MIG) levels as from 8th April 2019 and not three; one for people aged pension credit age and over, and one for people aged 18 years to under pension credit age. The implementation of the new rate will also be phased for people under pension credit age between April and November 2019.  This amendment results in a reduction of income to the Council of £200k pa. In effect, this means that the £2.8m currently scheduled for delivery in 2019/20 will reduce to £2.6m. The £1.073m scheduled for 2020/21 will remain the same. The projects savings profile will be amended during February reporting in line with when the decision was made. The completion date of key milestones will also be adjusted in line with the revised implementation schedule. The status has been left as 'On Target' as the project activity remains on track.  This policy revision has been in response to: •Further feedback / letters from service users, their carers, and support networks, including a petition presented at Full Council in December 2018, after the last amendment was agreed by Policy Committee. •A further review of the Equality Impact Assessment of the policy. It is recognised that the Policy, as agreed in October, if implemented in full, would have a disproportionate impact on adults aged 18 to under 25 years (compared to people aged 25 years to under pension credit age).												
	Early Resolution					507	394	416		1,317								Overall status – On Track, which is an improvement on last month. This is mainly due to confirmation that the Carers work is now On Track, as savings for 2018/19 were met in 2017/18 by implementing the3 Tier model.  It is expected that savings for 2019/20 will be met as the policy has changed to deliver it.  The 3 Tier project is On Track due to continued improvement in reduction of Care and Support Assessments.



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AS CH 180 5	Commissioning & Direct Services	Experiencing Obstacles	Experiencing Obstacles	Same		975	2,220	843		4,038	180	-180	264			264		The status for this programme remains the same as last month and is not expected to change in the next few months. Mitigation actions are in place for each project that is off target. The largest project in the programme, Care and Support Centres, has moved to experiencing obstacles this month. This status will remain until the closure schedule for James Hince Court and Bishops Court is confirmed.
	EO				Care and Support Centres: The project status is Experiencing Obstacles.  The project is on track for the closure of St Michaels (March 2019) and Leivers Court (June 2019). The tender process for the assessment bed capacity, to replace that lost from the closure of the care and support centres, is now concluding and the closure of Leivers Court and St Michaels Court are still set to go ahead as planned.  A report will be taken to the Adult Social Care and Public Health Committee in April 2019 that should clarify the closure dates for the remaining 2 Care and Support Centres, James Hince Court and Bishops Court.  Health have advised that GP cover for Leivers Court will cease at the end of March 2019. This presents a risk, and work is underway to resolve this position as it would mean that the provision of assessment beds would have to stop taking new admissions from the end of February.													
	AR				Investment in Shared lives: The service is currently recruiting to the manager post, which should free up additional capacity to secure more households to the scheme.  To avoid potential double-counting, consideration is being given to the savings for this project being recorded against the Younger Adults programme instead. The operational measures, concerned with increasing the number of shared lives households, would continue to be monitored against this project.  It is anticipated that the status for this project will remain at risk for this financial year, and that the shortfall will be mitigated by underspends elsewhere within the service.  A wider piece of work is also being commenced to scope the potential to increase the scale of the service to recruit a significant number of additions carer households above and beyond the current targets.													
	EO				Maximise the income available to the Council's directly provided adult social care services:Finance are monitoring the impact of the work undertaken to increase the income collected for the provision of carer's short breaks through to the end of the financial year. The Group Manager (Residential Services) is currently evaluating the resource requirements to explore other areas for maximising the income received.  The status for this project is likely to remain at experiencing problems until the end of the financial year, and any shortfall this year will be mitigated by underspends elsewhere in the service.													
	EO				County Horticulture and Work Training Service: The site at Skegby and the grounds maintenance and gardening services have now closed. Work is underway to determine the savings that these closures will deliver. Any under delivery of against this year's target will be mitigated by additional income from other areas of the service.  Arc have produced costings and have met with the service to share their designs for Brook Farm, and are now working on the detailed costings which will support their quote.  The status for this project is expected to remain the same until the end of the current financial year.													
	EO				Integrated Community Equipment Loan Scheme (ICELs): The projected overspend for the ICELS has been evaluated at £246k. This budget position will be mitigated in 2018/19 through the use of additional funding received by the ASCH department.  Meetings are planned with colleagues and Health partners to review the current funding split.													
	OT				Review of Day Services: Approved January ASCH Committee													
	OT				Review of external contracts: Approved January ASCH Committee													
	Closed				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 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.