

# PMO Project Closure Report

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| 1. Project title   | <b>Review of the Careline Alarm Monitoring Service</b>  | 5. Reference   | P010          |
| 2. Managed By  | <b>Roger Wilson, Assistant Director - Housing Operations (COP01)</b>  | 6. Creation Date   | 30-Mar-2017   |
| 3. Sponsored By  | <b>Alan Hall, Director of Communities (CDR01)</b>   | 7. Last Modified Date  | 24-Apr-2018   |
| 4. Corporate Plan link   | <b>3.c.3.2016 Review the delivery of housing support at the Council's sheltered housing schemes in the District</b> |  |               |
| <b>8.</b>  |   | <b>Baseline</b>  | <b>Actual</b> |
| Start Dates  |   | 26-Feb-2016  | 26-Feb-2016   |
| End Dates  |   | 31-Mar-2017  | 04-Dec-2017   |
| Budget   |   | £70,000.00   | £72,712.00    |
| <b>9. Timeline</b>   |   |  |               |
| 30-Jun-2016  | Careline Service: Drafted Report on Careline Monitoring Service   |  |               |
| 31-Aug-2016  | Consultation with team and UNISON 24 August   |  |               |
| 30-Sep-2016  | New shift pattern take effect - on Hold   |  |               |
| 08-Nov-2016  | Report to go to Communities Select Committee - On Hold  |  |               |
| 31-Mar-2017  | Depending on outcome, report to Cabinet   |  |               |
| 20-Nov-2017  | Outcome of the Careline Review  |  |               |
| <b>10. Executive Summary</b>   |   | <b>11. Recommendations</b>   |               |
| The aim of the project was to outsource the careline alarm monitoring service. We needed to adhere to the new British standard which requires two control operators on duty 24/7. This would have massively increased our costs and there is not sufficient work for two operators 24/7. We would also have experienced problems covering shifts.  |   | Formally close the project   |               |
| <b>12. Benefits</b>  |   |  |               |
| <ul style="list-style-type: none"> <li>• Possible increase or reduction of charges to customers.</li> <li>• Measure - monitor charges - we could use this to reduce charge to customer</li> <li>• Possible reduction of risk to the Council of running an emergency service.</li> <li>• Measure - we will monitor volume of calls</li> <li>• Council may save money if Careline Service is out-sourced (see above)</li> <li>• Achieve British Standard which we don't currently</li> </ul> |   |  |               |
| <b>13. Projects and/or programmes of work that are affected by this project</b>  |   |  |               |
| The driver for the project was to remove the problems of managing this expanding service as well as recruitment and retention issues. This was solved by outsourcing to Tunstall Healthcare (UK) Ltd. We also created a £103,400 a year saving although this was not the main driver.  |   |  |               |
| <b>14. What went well?</b>   |   | <b>15. Areas to be improved?</b>   |               |
| Members gave agreement to outsourcing in February 2017 and we outsourced in November 2017, so timing wise it was managed very quickly and efficiently. Everything from staff contracts, TUPE, full outsourcing   |   | <ul style="list-style-type: none"> <li>• The original end date for the project (31 March 2017) related to the agreement for Member approval only. This only covered the discovery stage of the project. Project documentation would have benefited from being up to</li> </ul> |               |

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| <p>was completed in nine months. Northern Housing Consortium were very good in assisting which helped ensure the process was smooth and quick.</p> | <p>date to give a true reflection and live picture of timelines and proceedings.</p> <ul style="list-style-type: none"> <li>• There was confusion with the budget costs and savings totals which required work post-implementation to decipher what the true cost and savings were. Keeping on top of project finances at all points of the project would be beneficial to measure success of the project.</li> </ul> |
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**16. Findings**

Using the procurement hub made the process so much easier, quicker and cheaper.

The project timeline was not adjusted after this point and therefore the baseline end date provided is erroneous and should have been January 2018 and the project was therefore completed 2 months in advance.

Risk mitigation was put in place via the purchase of a new system to replace the old out of date system (PNC 5 – PNC8 systems) between transitioning to outsourcing Careline. PNC8 is still in use and so has not been a wasted investment. This was agreed by Cabinet and Management Board on 2nd Feb 2017.

**17. Data**

For bidding process, we looked at call volumes and number of careline connections

- Cabinet report 2nd Feb 2017 **C-O52-2016/17** and Cabinet 2nd Feb 2017 minutes
- Original budget for the project was £70,000 (£22,000 for redundancies, £16,000 for retention payments and £32,000 for the PNC8 system). The total project cost was £72,712 representing an overspend on the retention payment of £2,712 (representing an overall 4% overspend of the original budget)
- The project is projected to produce savings of £103,400 (£36,540 in 2017/18 and £66,860 in 2018/19)

**18. Project Members**

EFDC01 - All internal staff; David Bailey, Head of Transformation; Alan Hall, Director of Communities (CDR01); Roger Wilson, Assistant Director - Housing Operations (COP01)

**19. Workstream**

WS7 Closed Projects and Programmes