

**26<sup>th</sup> November 2012****Agenda Item: 7****REPORT OF THE SERVICE DIRECTOR – JOINT COMMISSIONING,  
QUALITY AND BUSINESS CHANGE****OVERVIEW OF ADULT SOCIAL CARE AND HEALTH SAVINGS AND  
EFFICIENCIES PROGRAMME****Purpose of the Report**

1. This report is for information purposes and updates on the progress of the Adult Social Care, Health and Public Protection (ASCH&PP) Department's four year Savings and Efficiencies Programme (2011/12 to 2014/15) as at the end of September 2012. It compares the department's actual savings achieved for the year to date against its savings target. It also outlines the remaining targets to be met by the department in the future years of delivery.
2. The information outlined in this report covers projects delivered under the remit of the ASC&H Committee only. Separate updates are provided to the Community Safety Committee on those projects coming under the remit of Public Protection.

**Information and Advice**

3. The budget approved by the County Council on 24<sup>th</sup> February 2011 required the ASCH&PP department to make savings and efficiencies totalling £63.827 million for the period 2011/12 to 2014/15. Over £27 million of these were to be delivered in the 2011/12 financial year, through delivery of projects spanning across both the Adult Social Care and Health and the Community Safety committees.
4. At the February 2012 County Council budget meeting the total savings target for the department was increased to £65 million over the four years of the programme, with the delivery of a further eight projects.
5. There are currently forty-two savings and efficiency projects being delivered by the department, thirty-nine that fall within the remit of ASC&H committee.
6. As previously reported at the 11<sup>th</sup> June Committee, the department achieved £24.241 million of its £25.929 million savings target for Year 1 (2011/12), which represented 93% of the target across all of the ASC&H projects (i.e. excluding Public Protection targets).
7. As at the end of September 2012, the department has already achieved £20.481 million (88%) of its Year 2 (2012/13) savings target of £23.164 million (excluding Public Protection figures), although some of this includes delivery of savings slippage from 2011/12.

8. The strong performance to date is due to a number of factors, including:
- a. A number of projects delivering some of their Year 2 (2012/13) savings ahead of schedule during 2011/12.
  - b. The full year effect of savings where activity started to generate savings part way through 2011/12.
  - c. Similarly, some of the projects completed all of their implementation activity during 2011/12, putting in place mechanisms ready for achieving savings during 2012/13.

## **Current Position**

9. Of the forty-two current projects, there are:
- a. Eleven high governance projects (i.e. projects with total savings values of more than £1 million and / or high risk / high complexity), all within ASC&H.
  - b. Thirty-one low governance projects (i.e. projects with total savings values of less than £1 million and / or low risk / low complexity). Of these, 28 come under the remit of ASC&H and three under the remit of Public Protection.
10. The eleven high governance projects are listed in **Appendix A**. A summary of their current status is provided below:
- a. Three projects (*Reablement and Homecare*, *Day Services Modernisation*, and *Review Expenditure on Learning Disability & Mental Health Community Care*) are currently on target to achieve or exceed their Year 2 (2012/13) savings targets.
  - b. Two projects have already been fully completed (*Sale of Residential Care Homes* and *Review of Fair Access to Care Services Eligibility and Support Packages*) and achieved all target savings.
  - c. One project (*Organisational Redesign*) is shortly due to end, and is on target to achieve its total target savings. However, £256,000 of its 2012/13 savings target will slip into 2013/14.
  - d. Another project (*Supporting People*) is on target to meet its 2012/13 savings target but is anticipating slippage of some of its 2013/14 savings targets into 2014/15.
  - e. Similarly, two other projects (*Redesign of Home Based Services* and *Sherwood Industries*) have no savings target for 2012/13 but are anticipating slippage of some of their 2013/14 savings targets into 2014/15.
  - f. One (*Living at Home*) is currently undertaking re-scoping work, which will inform a revised savings profile for the programme.
  - g. One (*Managing ASCH Income*) has no savings target assigned to it, as it is a time limited project established to improve the Department's understanding of income trends.

11. These projects will continue to be scrutinised monthly by the Department's Transformation Board (formerly the Business Improvement Board), attended by the Corporate Director for ASCH&PP and all of the department's service directors. In addition, they are also managed via monthly project boards, established to oversee delivery of each of the high governance projects.

12. Of the twenty-eight low governance projects falling within ASC&H:

- a. thirteen have already been completed, either fully or tasks / savings for 2012/13 have been delivered.
- b. ten are currently 'on target' to achieve their Year 2 (2012/13) savings targets.
- c. one has no savings target assigned for this year, but is on target to achieve its Year 3 (2013/14) savings target.
- d. four are currently anticipating slippage of some of their 2012/13 savings into 2013/14:
  - i. *Adult Care Financial Services*: anticipates slippage of £21,000 savings, due to a delay in instigating staff changes.
  - ii. *Roll Out of Assistive Technology Services*: implementation delay is likely to lead to slippage of some project savings from 2012/13 into 2013/14.
  - iii. *Charging based on Ordinary Residence of Service Users*: amount of slippage currently anticipated is £86,000 from 2012/13 into 2013/14.
  - iv. *Budget Reductions within Learning Disability Teams*: anticipates £55,000 slippage from 2012/13 into 2013/14, due to a delay in re-locating staff into different premises

13. Low Governance projects will continue to be scrutinised monthly by the Savings & Efficiency Board, established to oversee delivery of all ASCH&PP projects, chaired by the service director responsible for delivery of the department's savings and efficiencies programme. Any exceptions will continue to be reported to the department's Transformation Board.

### **Review of 2012/13 Achievement**

14. Moving forward, the department will continue to deliver the remaining savings target for 2012/13, whilst planning ahead for delivery of the remaining two years of the programme (£10,974 million target for 2013/14 and £3.328 million target for 2014/15).

### **Other Options Considered**

15. The department's Transformation Board has commenced work to determine where further savings and efficiencies can be delivered from 2014/15 and beyond.

## **Reason/s for Recommendation/s**

16. Since the completion of the service reviews in 2010/11 across the Council, and during the implementation of the 2011/12 savings and efficiencies projects, the department, through its monthly Business Improvement Board (now Transformation Board), has continued to scrutinise the way in which services are arranged and delivered, with a view to identifying further opportunities for achieving efficiencies and improving services. Examples include maximising opportunities from funding received from the Department of Health to help people to regain and/or maintain their independence through the extension of reablement services, or exploring and developing strategies to encourage micro-providers within the community to set up and provide low level community-based activities and services.

## **Statutory and Policy Implications**

17. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **RECOMMENDATION/S**

1) It is recommended that the report be noted.

**CAROLINE BARIA**

**Service Director for Joint Commissioning, Quality and Business Change**

**For any enquiries about this report please contact:**

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## **Constitutional Comments**

18. Because this report is for noting only, no Constitutional Comments are required.

## **Financial Comments (NDR 01/11/2012)**

19. There are no financial implications arising directly from this report.

## **Background Papers**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- 24<sup>th</sup> February 2011 County Council – Budget meeting: [11-12 Budget Report](#)
- 23<sup>rd</sup> February 2012 County Council – Budget meeting: [12-13 Budget Report](#)

**Electoral Division(s) and Member(s) Affected**

All.

ASCH67

**Appendix A: High Governance ASC&H Savings and Efficiency Projects – Progress in Achieving 2012/13 Savings Targets as at end September 2012**

<b>Project Name</b>	<b>Total Expected (£000's)</b>	<b>2011/12 Expected (£000's)</b>	<b>2011/12 Actual (£000's)</b>	<b>2012/13 Expected (£000's)</b>	<b>2012/13 Actual To Date (£000's)</b>	<b>2013/14 Expected (£000's)</b>	<b>2014/15 Expected (£000's)</b>
<b>Re-ablement</b>	1,575	875	875	700	507	0	0
<b>Day Services Modernisation</b>	4,436	600	600	1,216	1,140	2,620	0
<b>Reduction in Community Care spend through review of FACs eligibility and support packages</b>	4,425	2,425	1,556	2,000	2,869	0	0
<b>Sale of Residential Care Homes</b>	1,300	625	400	675	900	0	0
<b>Living at Home</b>	3,108	238	0	368	0	1,152	1,350
<b>Review Expenditure on Learning Disability &amp; Mental Health Community Care</b>	5,124	1,281	1,281	1,281	1,998	1,281	1,281
<b>Reductions in Supporting People Budget</b>	10,000	2,423	2,423	4,077	3,751	3,000	500
<b>Organisational Re-design</b>	2,909	1,420	1,420	1,489	45	0	0
<b>Redesign of Home Based Services</b>	865	0	0	0	0	865	0
<b>Sherwood Industries</b>	250	0	0	0	0	250	0
<b>ASC&amp;H Income</b>	0	0	0	0	0	0	0