

7 January 2019

Agenda Item: 5

**REPORT OF THE GROUP MANAGER, TRANSFORMATION AND CHANGE,  
CHIEF EXECUTIVE'S DEPARTMENT****CHANGES TO THE SAVINGS DELIVERY PROFILE OF EXISTING, PREVIOUSLY  
APPROVED PROJECTS****Purpose of the Report**

1. The purpose of this report is to:
  - seek approval of 3 project change requests to alter the delivery profile of agreed savings projects.
  - inform the Sub-Committee of extensions (approved during 2018/2019) to the savings targets of existing projects.

**Information**

2. This sub-committee receives quarterly updates on the delivery of the current portfolio of savings programmes and projects which are a key component of the delivery of the Council's Medium Term Financial Strategy.
3. **Appendices A, B and C** consist of 3 change requests for the following projects; summaries of the requests can be found in the body of this report.

Appendix	Department	Project
A	ASCH	Targeted Reviews
B	CFS	Contracts Review
C	Place	Statutory School Transport

**Project Change Requests:****4. Targeted Reviews:**

This project co-ordinates the work of the Central Review Teams, which undertake targeted reviews on commissioned packages of support (mainly homecare provision) to determine if a service user's needs have changed over time, thus requiring less or different forms of support. This reviewing activity compliments the Adult Social Care & Health departments approach to promoting service users independence. Phase II of this project was approved at 11<sup>th</sup> September 2017.

In March 2018 a change request was submitted to and approved by the Improvement and Change Sub-Committee on the basis of moving £1.000m of project savings from 2018/2019 to 2020/2021. This was done in response to the advice received from the external savings partner, Newton, who undertook a detailed diagnostic with the department in late 2017. Newton had advised that the project's former savings profile did not reflect sufficiently the likely pace of reductions to the care packages of adults aged 18-64, where savings would take longer to release as a result of the complexity in these cases. They also felt that the remaining reductions available from reviewing the packages of older adults were expected

to be lower and to take longer to realise than suggested in the original profile of the project. At the time, while the project was on track to deliver its original savings profile, there had been a fall in the level of saving per review, and it was felt that to stay on track would have required proportionately more reviews to be undertaken.

Since then, based on analysis of the project's trends over the period April 2017 to August 2018, the average weekly savings from reviews has continued to decrease (and the percentage of packages that are reduced at review is decreasing), but the number of reviews being undertaken is increasing. As a result, the project is currently reporting an over-achievement against the 2018/2019 target (£2.010m) of £1.538m. In addition, there is already £982k savings achieved from activity undertaken this year that will contribute towards the project's savings target for 2019/2020 of £2.000m.

Therefore, it is proposed to accelerate all £2.000m of the project's savings target set against 2020/2021 into 2019/2020. This change will also accord with an anticipated continued lowering of the average saving per review over the longer-term, plus a lowering of the number of packages requiring review, as a result of earlier intervention and support such as reablement and adoption of the 3 Tier Model.

## **5. Contracts review**

It was approved in February 2016 that £1.080m of contract savings within the Children and Families department would be made by 2018/2019.

When the project was originally scoped 3.1% of savings (£1.08m) from a net budget of £34.9m were proposed. However, the scope of the project has subsequently been reduced to exclude care type contracts, which are to be considered under wider commissioning proposals and cultural service contracts as a result of departmental restructures. This meant the £1.08 million of efficiency savings have needed to be delivered from a substantially reduced value of contracts.

Despite the challenges of working with a vastly reduced scope, every effort has been made to identify and deliver contract efficiencies and £920k of the £1.08m original savings have been delivered. It is now requested that the remaining £160k of savings are written off.

## **6. Statutory School Transport**

It was approved in February 2016 that the Council would cease to provide school bus services and discounted season passes for non-statutory travellers. It was proposed that the new statutory-only service would be implemented from September 2018. This approval was agreed on the basis that this would bring us in line with the services offered by many of our neighbouring County Councils. The decision has subsequently been made not to proceed with the previously approved proposal on the basis that organisational priorities have changed since the original proposal was put forward.

It is requested that the £589k in savings identified so far by a whole system review of transport (as detailed in **appendix c**) be utilised to mitigate this proposal's undeliverable savings of £686k. The remaining £97k is requested to be written off.

## **Existing Project Savings Targets increased during 2018/2019**

## **7. Transforming Reablement**

This project is building on success to date to further increase the capacity and effectiveness of Council's Reablement Service (START) in order to support more adults with reablement potential to maximise their independence. This has several benefits because it improves the independence and quality of life for people, which in turn results in savings to the Council from reductions, where appropriate, in homecare packages.

Project savings of £185k were approved for delivery in 2018/2019 by January 2018 ASCH Committee and this target is on track for delivery. It is now estimated that, as project work continues, START will be able to complete reablement with an additional 360 service users across 2018/2019 and 2019/2020 combined. This equates to a 23% increase over two years in the number of people reabled compared to 2017/2018. As a result of more people completing reablement, it is anticipated that savings of £2.067m will be achieved as follows:

- 2019/2020 target of £1.199m
- 2020/2021 target of £868k

ASCH Committee approved the extension to this projects savings target on 10<sup>th</sup> December 2018.

## **8. Transitions/Preparing for Adulthood**

This project sees dedicated Transitions staffing capacity working with individuals to maximise their independence and identify support available within the community.

The target for the project in 2017/2018 was £60k, but the interventions delivered savings of £117k in year and £235k full year effect. It is projected that the number of interventions undertaken by staff during 2017/2018 and the level of savings will be sustained as there is a continuous intake of new cases. The 2019/2020 and 2020/2021 savings targets were therefore increased as follows:

- 2019/2020 target of £50k increased to £100k
- 2020/2021 target of £50k increased to £100k

ASCH Committee approved the extension to this project's savings target on 8<sup>th</sup> October 2018.

## **9. Housing with Care**

This project sees the implementation of phase 1 of the Council's Housing with Care Strategy. The aim is to work with key partners to deliver new Housing with Care schemes that will provide additional units, to which the Council will have nomination rights and will provide care and support services into.

The Council's aspiration is for people to remain living in their own homes and avoid unnecessary moves for as long as possible. As people's support needs increase, however, it becomes difficult to manage some risks by supporting people individually in their own homes, especially overnight. Housing with Care offers a cost effective alternative to residential care through providing access to 24 hour on call support to people living in their own apartments/bungalows, within an overall scheme.

8<sup>th</sup> October ASCH Committee approved an extension of the implementation work with the aim of delivering 237 additional Housing with Care units by the end of 2021/2022. This will see savings be delivered through delaying and avoiding the use of residential care, as well as reviewing whether changes to the way that current individually purchased care provided in existing sheltered schemes could be better co-ordinated. Following this approval, the savings targets were extended to additional savings of £371k between 2019/2020 and 2021/2022 as follows:

- 2019/2020 target of £12k
- 2020/2021 target of £28k
- 2021/2022 target of £331k

## Other Options Considered

10. None.

## Reason/s for Recommendation/s

11. To allow the Medium Term Financial Strategy to be amended to reflect revised delivery projections for existing, previously approved savings projects.

## Statutory and Policy Implications

12. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## Financial Implications

13. The net impact of the changes requested in this report and the extensions to existing projects approved by service committees during 2018/2019 is an increase in savings targets of £2.281m between 2018/2019 and 2021/2022 broken down as follows:

	2018/2019	2019/2020	2020/2021	2021/2022
Change Requests	-£846k	£2.719m	-£1.920m	-£210k
Extensions to previously approved savings		£1.261m	£946k	£331k
<b>Total</b>	<b>-£846k</b>	<b>£3.980m</b>	<b>-£974k</b>	<b>£121k</b>

## RECOMMENDATION/S

14. It is recommended that the Sub Committee approve the change requests set out in **Appendices A-C**.

**Sue Milburn**  
**Group Manager, Transformation and Change**

**For any enquiries about this report please contact:**  
**Sue Milburn, Group Manager, Transformation and Change (0115 9773196)**

### Constitutional Comments (KK 18/12/18)

15. The recommendations fall within the delegation to the Improvement and Change Sub-Committee under its terms of reference.

### Financial Comments (RWK 19/12/18)

16. The financial implications are set out in paragraph 13 of the report.

## **Background Papers**

17. 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.

None

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

All