

23 November 2020**Agenda Item: 9****REPORT OF THE SERVICE DIRECTOR, TRANSFORMATION AND CHANGE,
CHIEF EXECUTIVE'S DEPARTMENT****PROGRESS REPORT ON DELIVERY OF IMPROVEMENT AND CHANGE
PROGRAMMES, PROJECTS AND SAVINGS****Purpose of the Report**

1. The purpose of this report is to:
 - provide an update, by exception, on departmental Improvement and Change Portfolios.
 - inform the Sub-Committee on the progress towards delivery of the Council's current savings and strategically significant programmes & projects.

Information

2. This update reports against the departmental Improvement and Change Portfolios contained within the Council's refreshed Departmental Strategies approved by Policy Committee in May 2019 with effect from end May 2020.
3. The report focuses upon the detail in the following appendices.
4. **Appendix A** provides an exception report relating to progress in delivering departmental Improvement and Change Portfolios as of end of Quarter 2 2020-2021.
5. **Appendix B** provides an exception report as at end September 2020, for savings projects and some other strategically significant projects by portfolio for the Children and Families, Place and Chief Executives Departments. This status report is produced on a monthly basis from individual project highlight reports.
6. **Appendix C** provides an exception report based on programme level status update for the Adult Social Care and Health Portfolio. This status report is produced on a monthly basis from individual project highlight reports.
7. **Appendix D** provides an example of the new proposed reporting templated for the Adult Social Care Portfolio, which has replaced the completed Improving Lives portfolio, and reflects the revised work structure within ASCH following workforce redesign and taking into consideration changes made due to the emergency response to the outbreak of COVID-19
8. The overall financial position set out in the Programmes and Projects Status reports, including savings at risk and amendments to the profile of savings approved through formal change control, is contained within the body of the financial monitoring report that is regularly considered by the Finance and Major Contracts Management Committee. The financial monitoring report also provides a summary of the revenue budgets for each Committee for the current financial year.

Overall Status of the Transformation and Change Portfolio

9. **Appendix B (Children and Families, Place and Chief Executives Department) and Appendix C (Adult Social Care and Health)** to this report outline in detail the status of individual programmes and projects.
10. Across all portfolios the total savings target over the four years 2019/20-2022/23 is £24.8M. Details for each of the departmental savings and associated over/under achievements can be found in the summaries of savings targets in Appendices B and C.

Projects with Outstanding Change Requests or Write-offs

11. The following projects are due to, or have submitted, change requests against their savings profiles, as follows: -
- Housing with Care – change request due to be approved at Finance & Major Contracts Committee in early November (value: £331K for 2021/22)
 - Better Practice in Support Planning for Older Adults 65 yrs+: change request due to be approved at Finance & Major Contracts Committee in early November (value: £199K for 2020/21).

Changes against the above savings profiles have already been included in the September statement (tabled at I&C Sub Committee in July).

- Social Impact Bond – a change request has been approved to slip the savings from 2020/21 and 2021/22 by 12 months consecutively, therefore an adjustment has been made to the savings profile for CFS for 2020/21 of -£250K.
 - Development of the fostering service – a change request has been approved to slip the savings from 2020/21 and 2021/22 by 12 months consecutively, therefore an adjustment has been made to the savings profile for CFS for 2020/21 of -£283K (NB this revised profile does not include already incurred costs of £169K which were accounted for in 2019/20).
12. A new portfolio report for Adult Social Care and Health has been proposed for submission at the end of Quarter 3 which will accommodate changes in programmes and projects in ASCH and reflect the revised portfolio of change being delivered since workplace reorganisation and COVID-19 changes have been made. A template of the new report can be found in Appendix D, please note that this is for illustration purposes only and figures may not be in line with those represented in Appendices A-C.

Other Options Considered

13. None.

Reason/s for Recommendation/s

14. To ensure opportunities for the effective and proportionate performance management of departmental Improvement and Change Portfolios and savings and strategically important Programmes and Projects.
15. To allow the Medium Term Financial Strategy to be amended to reflect any revised delivery projections for existing, previously approved savings projects.

16. To approve the future use of Appendix D as the template for ASCH reporting following the closure of the Improving Lives portfolio.

Statutory and Policy Implications

17. 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

18. The delivery of the programmes and projects set out in **Appendices B & C** is a key component of the Council's Medium Term Financial Strategy.
19. Across all portfolios the total savings target across the four years 2019/20-2022/23 is £24.2M.

RECOMMENDATION/S

20. It is recommended that the Sub Committee:
- 1) considers the departmental Improvement and Change portfolio update and the quarterly projects and savings update and decides whether any other action is required.

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Constitutional Comments (KS 20.10.2020)

The proposals in this report are within the remit of the Improvement and Change Sub-Committee

Financial Comments [RWK 12/11/2020]

There are no specific financial implications arising directly from the 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.

None

Electoral Division(s) and Member(s) Affected:
All