

24th June 2019

Agenda Item: 10

**REPORT OF THE GROUP MANAGER, 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 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 2018/2019 quarter 4 (January-March 2019) update reports against the departmental Improvement and Change Portfolios contained within the Council's Departmental Strategies approved by Policy Committee in January 2018. The quarter 1 2019/2020 update that will be presented to this Sub Committee in September 2019 will reflect the refreshed Departmental Strategies approved by Policy Committee in May 2019.
3. This report focuses upon the detail in the following appendices.
4. **Appendix A** provides a summary of progress in delivering departmental Improvement and Change Portfolios.
5. **Appendix B** provides a project status report as at March 2019, for all 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 a programme level status update for the Adult Social Care and Health Improving Lives Programme. As approved by this Sub Committee in March 2019 after a period of dual running this programme report has replaced the previous project level reporting for the Adult Social Care and Health Department.
7. 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 will be regularly considered by the Finance and Major Contracts Management Committee.

Overall Savings Position

8. **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 delivery status of individual programmes and projects.

9. Across all portfolios the total savings target across the four years 2018/19-2021/22 is £35.7m. This represents an increase in savings targets of £2.8m during quarter 4, this increase is the result of additional savings being approved by Service Committees either as part of new projects or extensions to existing projects.
10. New projects approved during quarter 3 include:
- ASCH Review of External Contracts
 - ASCH Revised Contractual Arrangements
 - ASCH Review of Day Services
 - ASCH Protection of Property and Pets efficiencies
 - CFS Development of the Fostering Service
 - CFS Clayfields - Review of provision
 - CFS Managing Capacity in Children's Disability Homes
 - CFS Market Management & Cost Control
 - CFS DCATCH Home Based Support
 - CFS Reducing Partnership Support to external bodies
 - CFS Changes to Social Care Middle Management
 - Place Whole System Review of Transport - Base Budget Review
 - Place Whole System Review of Transport - Fleet Depot Relocation
11. Projects with additional savings approved during quarter 3 include:
- ASCH Notts Enabling Service
 - CEX Business Management System - Change of Support Partner
12. When taking into consideration savings at risk, slippage and over delivery it is currently projected that the £35.7m savings target will be over achieved by £6.5m.
13. The breakdown of savings delivery, by Portfolio across the four years 2018/19-2021/22 as at March 2019 is as follows:
- Adult Social Care & Health Portfolio - total savings target of £25.4m which is projected to be over achieved by £6.5m.
 - Children & Families Portfolio - total savings of £4m which are projected to be delivered as planned.
 - Place Portfolio - total savings of £3m which are projected to be delivered as planned.
 - Chief Executives Portfolio - total savings of £3.4m which are projected to be delivered as planned.

Projects at risk or compromised

14. Reduction in long-term care placements

A lack of supply of suitable housing has meant that less people have been able to move out of residential care and into supported living than planned. This resulted in slippage of £251k from previous years, significant progress has been made during 2018/19 with £93k in total to slip for delivery in 2019/20.

38 service users have moved out of residential care to a more independent setting against an 2018/19 target of 40. A further service user has signed for a tenancy which will commence in April.

Following public engagement, a new Housing with Support Strategy for working age adults (18-64) will be considered for approval by Policy Committee in June 2019. The proposed

strategy will take forward the work that has been ongoing as part of this and related projects, extend savings targets and its purpose is to ensure that:

- the right support is provided at the right time, in the right place for all Nottinghamshire residents who have an assessed need
- individuals have access to the right kind of housing to ensure maximum independence whilst their care and support needs are appropriately met
- people lead as fulfilling and positive lives as possible in a place they can call home

The Strategy also sets out how the Council optimises the commissioned services that make up its supported accommodation offer for working age adults (18-64) in Nottinghamshire who have care and support needs

15. Investment in Shared lives

Project savings are based on new carer households joining the scheme to provide additional capacity within the Shared Lives service which provides a lower cost alternative to residential care and supported living. The required number of additional carer households have not been added to the scheme. This has been as the result of capacity issues within the Shared Lives Team and also due to existing carers leaving the scheme.

The service has now recruited to the vacant Team Manager post and is currently going through the process of recruiting a Senior Coordinator to further increase capacity to secure more carer households.

The 2018/19 £60k under delivery against this project has been offset by the over delivery of savings by the Notts Enabling Service. The operational measures concerned with increasing the number of shared lives households, will continue to report in 19/20. The status for this project will remain at risk pending achievement of the target of 30 new care families joining the scheme.

16. Social Impact Bond

The DN2 children's services Social Impact Bond, is a partnership of Derby City Council, Nottinghamshire County Council and Nottingham City Council aimed at supporting children and young people in care or on the edge of care to remain in a family type environment.

A Social Impact Bond involves paying only for outcomes delivered and has a social investor who normally takes the financial risk on behalf of a provider. The government has agreed to pay 25% of payments for outcomes delivered (circa £3m across the DN2 partners) with DN2 partners paying the rest.

Progress on mobilising the Social Impact Bond has stalled during the latter part of the current period, following the withdrawal of the social investor from the provider-led delivery consortium. The provider remains committed to the programme and is actively seeking a replacement social investor. The three councils continue to support this process in liaison with government which will provide financial support to the programme once it gets underway.

The result of this is that the 2019/2020 savings of £250k and the 2020/2021 savings of £250k are expected to be delayed by a year.

Other Options Considered

17. None.

Reason/s for Recommendation/s

18. To ensure opportunities for the effective and proportionate performance management of departmental Improvement and Change Portfolios and savings and strategically important Programmes and Projects.

Statutory and Policy Implications

19. 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

20. 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.

21. Across all portfolios the total savings target across the four years 2018/19-2021/22 is £35.7m. When taking into consideration savings at risk, slippage and over delivery it is projected that this target will be over achieved by £6.5m.

RECOMMENDATION/S

22. It is recommended that the Committee considers the departmental Improvement and Change portfolio update and the quarterly projects and savings update and agrees to receive a further update for quarter 1 2019/20 in September 2019.

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Constitutional Comments (EP 23/05/2019)

23. Improvement and Change Sub-Committee is the appropriate body to consider the content of this report.

Financial Comments (RWK 13/06/2019)

24. The reports details savings included in the Council's MTFS totalling £42.2 million which are expected to be delivered over the period 2018/19 to 2021/22.

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