

4th September 2018**Agenda Item: 4****REPORT OF THE GROUP MANAGER, BUILD CHANGE AND ENGAGEMENT,
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 projects

Information

2. The Council's Departmental Strategies were considered and approved by Policy Committee in January 2018. These set out the 'departmental Improvement and Change Portfolios being undertaken or planned'.
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 full status report as at June 2018, for all savings projects and some other strategically significant projects by portfolio. This status report is produced on a monthly basis from individual project highlight reports.
6. Improvement and Change Sub Committee on the 25th June 2018 approved a revised approach to monitoring savings within the ASCH Portfolio. This change of approach will see saving monitored at a programme level rather than by individual projects as has traditionally been the case. A revised highlight reporting process is currently being rolled out to facilitate this approach and the revised report will be presented to Improvement and Change Sub Committee meeting 5th November 2018.
7. The overall financial position set out in the Project Status report, 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 A** to this report outlines in detail the delivery status of individual projects.

9. Across all portfolios the total savings target across the three years 2018/19-2020/21 is £25.2m. When taking into consideration savings at risk, slippage and over delivery it is projected that this target will be over achieved by £2.6m.
10. The breakdown of savings delivery, by Portfolio across the three years 2018/19-2020/21 as at June 2018 is as follows:
- ASCH Portfolio - total savings target of £17.8m which is projected to be over achieved by £3.4m.
 - CFCS Portfolio - total savings of £1.9m with £105k currently assessed as being at risk.
 - Place Portfolio - total savings of £2.4m with £686k currently assessed as being at risk.
 - Resources Portfolio - total savings of £3.1m which are projected to be delivered as planned.

Projects at risk or compromised

11. Promoting Independence in supported living and outreach services

This project involves reviewing supported living and outreach services with a view to reducing day hours and/or replacing sleep in night provision.

Savings to date have been made through reviewing and identifying people who no longer need the level of support they initially did. Work has started on a more proactive form of review which is identifying where provider intervention may enable a person to be more independent with a view to reducing packages, especially sleep-in nights, further down the line once mitigating actions have been put in place to manage risks.

Previous years savings over achieved targets by £272k and savings of £767k have been delivered towards the 2018/19 target. Despite this good progress the project remains at risk due to the slow pace of work relating to sleep-in nights due to the time taken with providers and families to undertake the necessary work regarding risk assessments and planning including the use of assistive technology. The project is undertaking mitigating activity to try to increase the pace and success of the work relating to sleep-ins and identify other sources of savings, however risks to delivery remain. Achieving the £1.250m savings target set for 2018/19 will be challenging within the timescales and £250k has been flagged as being at risk and will be kept under close review.

12. Reduction in long-term care placements

This project has been working to reduce the number of adults living in Long Term Care by developing more alternative services and moving suitable individuals from long-term residential care into supported living. 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.

As previously reported, the Council played an active part in the successful consultation about funding arrangements from 2019 and offered support to providers to offset risks. Such dialogue with providers has helped to provide improved confidence in the market and the number of moves has significantly increased in 2018/19. 21 service users have moved out of residential care so far this financial year with a further 10-12 moves are planned by the end of August.

It is projected that the project will make up the £251k underdelivery from previous years by the end of 2019/20 as additional accommodation becomes available. The decision has

been to maintain the At Risk Status pending more accommodation becoming available as this will dictate whether savings can be achieved.

13. Investment in Shared lives

This projects savings are based on new carer households joining the to the scheme to provide additional capacity within the Shared Lives service which provides an alternative to residential care and supported living. Fewer assessments for new carer households have been able to be completed than planned and therefore the 2018/19 saving is assessed as being at risk. Assessments are continuing within the resources available and finance validation is ongoing to identify the exact amount at risk.

14. Integrated Community Equipment Loan Scheme (ICELS)

This project intended to achieve its savings target by negotiating with partners to reduce the Council's contribution to the ICELS pooled budget, in line with a reduction in the Council's prescribing activities and the loaning of community equipment. However, it has since been agreed with partners that there will be no changes to the split of funding, and so alternative methods to deliver the savings are being sought.

The project will remain at risk pending delivery of budget savings.

15. Contracts Review

It was approved in February 2016 that £1.080 million of contract savings would be made by 2018/2019.

When the project was originally scoped 3.1% of savings (£1.08m) from a net budget of £34.9 million 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 type contracts as a result of departmental restructures. This meant the £1.08 million of efficiency savings has needed to be delivered from a substantially reduced value of contracts.

Contract Efficiencies to the value of £400k have been delivered in 2017/2018 and £510k have been identified for 2018/2019. The compromised saving reduced by £62k to £170k in June as a result of savings allocate to the project from a renegotiation of the bed price at Clayfields charged to the Youth Justice Board.

The plan is for the remaining compromised savings to be managed as part of the wider departmental budget management and the project status will remain as compromised pending the identification of additional savings.

16. 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 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. The Place Department are currently undertaking a transport whole system review and any saving identified will mitigate the £686k of undeliverable savings.

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 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 projects set out in Appendix B is a key component of the Council's Medium Term Financial Strategy.

RECOMMENDATION/S

It is recommended that Improvement and Change Sub Committee:

- 1) Consider the departmental Improvement and Change Portfolio update
- 2) Consider the Quarterly Projects and Savings Update

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Deputy Leader of the Council

For any enquiries about this report please contact:
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Constitutional Comments (CEH 14/08/18)

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

Financial Comments (SES 14/08/18)

23. The financial implications are set out in paragraph 9 in 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