

25th November 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 2019/2020 quarter 2 (July-September 2019) update reports against the departmental Improvement and Change Portfolios contained within the Council's refreshed Departmental Strategies approved by Policy Committee in May 2019.
3. The report focuses upon the detail in the following appendices.
4. **Appendix A** provides a summary of progress in delivering departmental Improvement and Change Portfolios. Further detail will be provided annually in departmental updates on improvement and change which will be presented to this Sub Committee by individual departments on a quarterly basis.
5. **Appendix B** provides a project status report as at September 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 Portfolio. This status report is produced on a monthly basis from individual project highlight reports.
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 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 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 over the four years 2019/20-2022/23 is £24.2m. When taking into consideration savings at risk, slippage and over delivery it is projected that this target will be over achieved by £3.6m.
10. The breakdown of projected savings delivery, by Portfolio across the four years 2019/20-2022/23 as at June 2019 is as follows:
- Adult Social Care & Health Portfolio - total savings target of £18.9m which is projected to be over achieved by £3.6m.
 - Chief Executives Portfolio - total savings of £1.5m which are projected to be delivered as planned.
 - Children & Families Portfolio - total savings of £2.5m which are projected to be delivered as planned.
 - Place Portfolio - total savings of £1.3m which are projected to be delivered as planned.
11. The savings being delivered in the Children & Families Portfolio have to be seen in light of the increasing pressures developing elsewhere in the Children and Young People's Committee budget. The increasing demand on placements and referrals is predicted to result in an overspend in 2019/2020 of £8.3m. The portfolio continues to review its budget to find savings whilst responding to the need to invest in the service.

Projects at risk or compromised

12. Development of Shared lives

Project savings were 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 Council is currently working with the national Shared Lives organisation, Shared Lives Plus to understand the service delivery changes that would be required to increase the number of people supported by the Council's Shared Lives service.

13. Maximising Income available to the Council's Directly Provided Adult Social Care Services

This project has been working to increase the income delivered by the Council's Directly Provided Adult Social Care Services. The £130k target has not yet been achieved and work is underway to review the remaining options to maximise income. The project has moved to At Risk during quarter 2 and this rating will be maintained pending delivery of the increased income.

14. 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.

The implementation of the project has been delayed as DN2 have been unable to progress two preferred investment options. Discussions continue regarding another investment option and the current schedule is for the delivery mechanisms to be in place by late Autumn and referrals being dealt with by February 2020. In anticipation of this and to facilitate a phased implementation, regular mobilisation discussions are being held with the provider.

The project status will remain compromised pending confirmation of funding and finalisation of legal agreements, at which point a change request will be brought for consideration by the Improvement and Change Sub Committee. The current mobilisation plan outlined above would result in the delivery of 2019/2020 savings of £250k and the 2020/2021 savings of £250k being delayed by a year.

Other Options Considered

15. None.

Reason/s for Recommendation/s

16. 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

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. When taking into consideration savings at risk, slippage and over delivery it is projected that this target will be over achieved by £3.6m.

RECOMMENDATION/S

20. It is recommended that:

- 1) the Committee considers the departmental Improvement and Change portfolio update and the quarterly projects and savings update and decides whether any other action is required.
- 2) agrees to receive a further update for quarter 3 2019/20 in March 2019.

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**For any enquiries about this report please contact:
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Constitutional Comments (LW 30/10/2019)

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

Financial Comments (RWK 07/11/2019)

22. The financial implications are set out in paragraph 19 of the report. The report details savings included in the Council's MTFS totalling £24.2 million which are expected to be delivered over the period 2019/20 to 2022/23. When taking into consideration savings at risk, slippage and over delivery it is projected that this target will be over achieved by £3.6m.

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