

**4<sup>th</sup> March 2019****Agenda Item: 6****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.
  - inform the Sub-Committee on the future approach to reporting for the Adult Social Care and Health portfolio of savings and strategically significant programmes & 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 December 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. The ASCH Improving Lives Portfolio status report can be found at **appendix c** and provides a programme level status update. This is currently dual reporting with the traditional project status report (**appendix b**).
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 B** to this report outlines in detail the delivery status of individual projects.

9. Across all portfolios the total savings target across the four years 2018/19-2021/22 is £32.9m. This represents an increase in savings targets of £7.3m during quarter 3, 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:
- Chief Executive Department management review
  - Review of the benefit rates and minimum income guarantee levels used to calculate service users' contributions towards the cost of their care and support.
  - Registration and Celebratory Services
  - Delivering Sustainable Waste Services
11. Projects with additional savings approved during quarter 3 include:
- Housing with care phase 1
  - Preparing for Adulthood
  - Reabling more older people to regain their independence by increasing capacity in the START Service
12. When taking into consideration savings at risk, slippage and over delivery it is currently projected that the £32.9m savings target will be over achieved by £5.4m. This is a reduction of £0.6m from the over delivery reported at the end of quarter 2, this is as a result of a reduction in the package commitments resulting in the collection of continuing health care funding and a slight reduction in the over achievement recorded against the Targeted Review project following analysis of reviewed cases.
13. The breakdown of savings delivery, by Portfolio across the four years 2018/19-2021/22 as at December 2018 is as follows:
- Adult Social Care & Health Portfolio - total savings target of £24.2m which is projected to be over achieved by £6.1m.
  - Children & Families Portfolio - total savings of £2.4m which is projected to be over achieved by £25k.
  - Place Portfolio - total savings of £3.1m with £686k currently assessed as being at risk.
  - Chief Executives Portfolio - total savings of £3.2m which are projected to be delivered as planned.

### **Projects at risk or compromised**

#### **14. 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, resulting in slippage of £251k from previous years. Significant progress continues to be made this year with 34 service users having moved out of residential care to more independent settings, a further 4-5 moves are anticipated this financial year. It is now projected that £115k will remain for delivery against this project in 2019/2020.

Adult Social Care and Public Health Committee on 12th November 2018 approved the extension of 8 Community Care Officers and 1 Advanced Social Work Practitioner until March 2020. This resource will continue to support Younger Adults Promoting Independence Interventions projects. As a result there is increased confidence in the delivery of the remaining £115k in 2019/2020. This amount does currently however remain at risk.

A report is scheduled to go to February ASCH Committee to provide an overview of the Council's draft Housing with Support Strategy for working age adults (18-64) and to seek approval for further public engagement. The proposed strategy will take forward the work that has been ongoing as part of the Reduction in long-term care placements and other related projects 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.

As detailed in the Shared Lives update report that was presented to January Improvement and Change Sub Committee the required number of additional carer households have not been added to the scheme to deliver savings targets. 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 is currently recruiting to the Team Manager post which will free up additional capacity to secure more households to the scheme. Finance validation is underway to assess the budget savings that have been achieved and the remaining shortfall will be mitigated by underspends elsewhere within the service.

#### **16. Contracts Review**

It was approved in February 2016 that £1.080m 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 £34.9m 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 type 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.

Contract efficiencies to the value of £400k have been delivered in 2017/2018 and £520k have been identified for 2018/2019. A Change Request was approved by the January Improvement and Change Sub Committee to write off the remaining £160k of savings from the Medium Term Financial Strategy. This amount will therefore be removed from the Project Status Report (**appendix b**) and the project closed during January reporting.

Market management and cost control project activity continues within the department to manage commissioned services.

#### **17. 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.

A Change Request was approved by January Improvement and Change Sub Committee to utilise initial savings identified by the ongoing whole system review of transport to offset this projects undeliverable £686k. The £686k savings will therefore be removed from the Project Status Report (**appendix b**) and the Project closed during January Reporting. The following savings that are being utilised as mitigation will be added to the Project status Report in January:

OFC	Detail	Savings/ Income
Transport Base Budget review	Offset Bus Services Operators Grant (BSOG) & Bus Lane Enforcement (BLE) income with the base budget. Reduce Concessionary budgets.	£719k*
Fleet Depot Relocation	Give notice on Abbey Road and relocate to Gamston Depot	£80K

\*Please note a proportion of the Base Budget Review saving is subject to central government funding and is not guaranteed each year. The overall budget savings may therefore reduce by £210k from 2021/22, subject to Department for Transport national funding allocations. This reduction is currently factored into the Medium Term Financial Strategy (MTFS) in 2021/22 but would be deferred if funding continues at a consistent level.

Further savings are anticipated to be identified by the whole system review of transport during 2019.

## 18. Future reporting for the Adult Social Care and Health Portfolio

As outlined in paragraph 6 above the ASCH Improving Lives Portfolio status report which provides a programme level status update is currently dual reporting with the traditional project status report. This Sub-Committee has now received both reports in quarter 2 and quarter 3 2018/2019 reporting. Following this trial period it is now proposed that reporting moves exclusively to the ASCH Improving Lives Portfolio Status Report (**Appendix C**). The reporting of other departments' portfolios of savings and strategically important programmes will remain unchanged.

## Other Options Considered

19. None.

## Reason/s for Recommendation/s

20. To ensure opportunities for the effective and proportionate performance management of departmental Improvement and Change Portfolios and savings and strategically important Projects.
21. To confirm the reporting format for future progress updates on the delivery of savings other strategically significant programmes and projects within the Adult Social Care and Health Portfolio

## **Statutory and Policy Implications**

22. 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**

23. The delivery of the projects set out in **appendix B** is a key component of the Council's Medium Term Financial Strategy.

24. Across all portfolios the total savings target across the four years 2018/19-2021/22 is £32.9m. When taking into consideration savings at risk, slippage and over delivery it is projected that this target will be over achieved by £5.4m.

## **RECOMMENDATION/S**

- 1) 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 4 in June 2019.
- 2) Approve the move exclusively to the ASCH Improving Lives Portfolio Status Report for future quarterly updates.

**Sue Milburn**

**Group Manager, Transformation & Change**

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## **Constitutional Comments (SLB 31/01/2019)**

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

## **Financial Comments (SES 01/02/19)**

26. The financial implications are set out in paragraphs 23 and 24 of 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