

16 April 2018**Agenda Item: 4****REPORT OF THE PROGRAMME DIRECTOR OF TRANSFORMATION, ADULT
SOCIAL CARE AND HEALTH****PROGRESS REPORT ON SAVINGS AND EFFICIENCIES****Purpose of the Report**

1. To provide a progress report to the Committee on budget savings projects being delivered by the Adult Social Care and Health (ASC&H) department over the period 2017/18 to 2020/21.
2. To seek Committee approval to disestablish 1.0 FTE permanent Occupational Therapist (OT) post (Band B) and instead establish 1.0 FTE permanent Senior OT / Practitioner post (Band C).

Information**ASC&H Department's Savings and Efficiency Programme 2017/18 to 2020/21**

3. The ASC&H department has already delivered efficiency savings of £82m over the period 2011/12 to 2016/17 through the delivery of savings and efficiency projects relating to Adult Social Care. The department's remaining approved savings targets are profiled as follows:

2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total
10.345	8.200	5.245	3.152	26.942

NB: this excludes £0.991m additional savings, agreed by the Committee on 12 March 2018, to be delivered through Phase II of the Early Resolution project, through the adoption of the Three Tier Model.

4. There are 10 high governance savings projects remaining and 21 low governance projects. A list of these projects and their current status as at Period 11 2017/18 is provided in **Appendix 1**. This also shows any projects reporting exceptions and savings at risk of either slippage into future financial years and / or at risk of non-delivery.
5. In summary, the current position regarding the achievement of the remaining £10.345m savings in 2017/18 is that savings of £12.917m are projected by the end March 2018 (including £0.060m savings that are to be delivered in a different way to that originally intended), i.e. £2.572m above target. The difference is broken down as follows:

- a) an over-achievement of savings against its total savings target is anticipated from the *Improving Collection of Continuing Health Care Funding* project (£2.380m).
- b) an over-achievement of savings against its 2017/18 savings target is anticipated from the *Targeted Reviews* project (£0.279m).
- c) the *Reducing the Costs of Residential Placements - Younger Adults* project is also projected to deliver £0.452m savings this year, although no savings are profiled, but this is required to make up for under-achievement of target savings during 2018/19 (see **paragraph 6ai** below).
- d) delivery of £0.419 savings is currently anticipated to be at risk of under-achievement during 2017/18, but this is anticipated to be made up by 2019/20. This relates to the *Reduction in Long-Term Care Placements* project (£0.150m), *ASCH Strategy Phase II* project (£0.189m), and *Increase in Transport Charge* project (£0.080m).
- e) £0.120m savings are at risk of under-achievement during 2017/18, associated with the *Integrated Community Equipment Loan Scheme* project (ICELS).

6. Looking ahead to future years:

- a) For 2018/19, the combined impact of anticipated over-achievement of savings against some projects, and under-achievement of savings against others suggests that £0.285m is at risk of under-achievement against a target of £8.200m. This is made up of:
 - i. £0.733m at risk of under-achievement against the *Reducing the Costs of Residential Placements - Younger Adults* project (£0.413m), the *Promoting Independence in Supported Living and Outreach Services* project (£0.250m), and the *Maximise the Income available to Direct Services* project (£0.070m).
 - ii. £0.448m over-achievement against the *ASCH Strategy Phase II* project (£0.189m), *Living at Home* project (£0.114m), *Reduction in Long-Term Care Placements* project (£0.065m), and *Increase in Transport Charge* project (£0.080m), though this is all slippage from either 2016/17 or 2017/18.
- b) However, looking ahead across all years to 2020/21, overall the savings programme is currently projected to meet its £26.942m savings target.

7. Within a portfolio(s) of programmes and projects of the scale of that being undertaken by the Department, it is to be expected that some projects will experience obstacles, which ultimately may result in difficulty in meeting some of the savings. This is particularly the case where change has been overlaid on change and where projects are more transformational. For those projects reporting exceptions in **Appendix 1**, further detail on the reasons for these, and mitigating action, is provided in **Appendix 2**.

8. The overall departmental position in terms of agreed budget savings, including savings at risk, is contained within the body of the financial monitoring report that is considered by the Finance and Major Contracts Management Committee, and its associated appendix. Any change requests approved by the Improvement and Change Sub-Committee to amend projects' savings targets and / or their profile of savings are also reported to Finance and Major Contracts Management Committee, as are requests for base budget adjustments. Most recently, the following two change requests were approved by the Improvement and Change Sub-Committee, at its March 2018 meeting:

- i. *Care and Support Centres* project: slippage of £2.464m from 2018/19 into 2019/20 (£1.633m) and 2020/21 (£0.831m).
 - ii. *Targeted Reviews* project: slippage of £1.000m from 2018/19 into 2020/21.
9. These approvals are reflected in **Appendix 1** of this document, and have been reflected in the Medium Term Financial Strategy.
10. Any relevant reports taken to these Committees in the current financial year are available as background papers.

Approval to disestablish 1.0 FTE Occupational Therapist (OT) post and establish instead 1.0 FTE Senior OT / Practitioner post for a new *Commissioning Hospital Discharge Packages* project

11. On 9th October 2017 the Adult Social Care and Public Health Committee approved the establishment of 1 FTE Occupational Therapist (Band B). The post is to support delivery of the 'Hospital Discharge Project' through working within multi-disciplinary discharge arrangements across the County to increase an approach that maximises planning for the independence of people with multiple complex conditions being discharged from hospital, to ensure they are on the correct health or social care discharge pathway. There is national and local research to support the evidence base for this.
12. The Occupational Therapist (OT) role was established to work with health and social care staff in the hospital discharge teams across the three local planning areas on complex cases to promote the therapy and short-term rehabilitation opportunities for individuals. As well as peer review of complex cases, the role will also need to train health and social care hospital based staff to shape therapy led discharge support plans and supervise the OTs to use equipment that enables people to reduce from two care staff to one.
13. The Hospital Discharge project has an associated recurrent savings target of £130,000 per annum. The Occupational Therapist post is required permanently to deliver the savings and the cost of the post was therefore netted off the gross recurrent savings target.
14. To date, three unsuccessful attempts have been made to recruit to the post. A review of the role has shown that the complexity of the roles and responsibilities are better reflected by a Senior Practitioner OT post (Band C). The difference between a full time OT post at Band B and a full time Senior Practitioner post at Band C for the year is £6,447, including on-costs.
15. Approval is therefore requested to disestablish 1 FTE Occupational Therapist (Band B) at an annual salary cost of £46,871 including on-costs and establish 1 FTE Senior Practitioner post (Band C) at an annual cost of £53,318 per annum including on-costs.
16. There is confidence that the additional cost of £6,447 pa of the post change can be accommodated by increasing the recurrent gross savings target of the *Commissioning Hospital Discharge Packages* project. The nett savings target of the project (£0.130m) will remain the same.

Other Options Considered

17. If the Occupational Therapy (OT) post is not converted to the more appropriate Senior Practitioner OT role there is a risk to delivering the savings associated with the Hospital Discharge project.

Reason/s for Recommendation/s

18. A review of the role has shown that the complexity of the roles and responsibilities are better reflected by a Senior Practitioner OT post (Band C).

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.

Data Protection and Information Governance

20. The data protection and information governance requirements for each of the savings projects is being considered on a case by case basis and Data Protection Impact Assessments will be completed wherever necessary.

Financial Implications

21. Progress in achieving the 2017/18 to 2020/21 savings targets for each existing project is detailed in **Appendices 1 and 2**.
22. The additional annual cost of amending the 1.0 FTE OT (Band B) post approval to 1.0 FTE Senior OT / Practitioner (Band C) post will be £6,447 pa. This will be accommodated by increasing the recurrent gross savings target of the *Commissioning Hospital Discharge Packages* project from £130,000 to £136,447 per annum.

Human Resources Implications

23. The Senior Practitioner OT job description has been used to reflect the role responsibility and performance capability required for this Hospital Discharge project OT role.

Public Sector Equality Duty implications

24. The equality implications of the ASC&H savings and efficiency projects have been considered during their development and, where required, Equality Impact Assessments undertaken.

Smarter Working Implications

25. The new Senior OT / Practitioner post will have equipment to enable mobile working and flexible use of office accommodation.

Implications for Service Users

26. As above, the implications of the savings projects on service users have been considered during their development.

RECOMMENDATION/S

That Committee:

- 1) agrees to receive an update report in the next three to six months, and that this be included in the Committee work programme.
- 2) approves the disestablishment of 1.0 FTE permanent Occupational Therapist (OT) post (Band B) and the establishment of 1.0 FTE permanent Senior Occupational Therapist / Practitioner post (Band C).

Jane North
Programme Director of Transformation
Adult Social Care and Health

For any enquiries about this report please contact:

Ellie Davies
Project Manager, Programmes and Projects Team
T: 0115 9773211
E: ellie.davies@nottsccl.gov.uk

Constitutional Comments (LM 20/03/18)

27. The Adult Social Care and Public Health Committee is the appropriate body to consider the content of the report.

Financial Comments (OC 26/03/18)

28. The financial implications are contained in paragraphs 21 and 22 of the report.

HR Comments (SJJ 19/03/18)

29. Any HR implications are included in the report.

Background Papers and Published Documents

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.

- Progress Report on Savings and Efficiencies - report to Adult Social Care and Public Health Committee on 10 July 2017
- Progress Report on Delivery of Programmes, Projects and Savings - report to the Improvement and Change Sub-Committee on 26 September 2017
- Supporting Best Practice in Care and Support Planning for Adult Care Services - report to Adult Social Care and Public Health Committee on 9 October 2017
- Planning for Discharge from Hospital - report to Adult Social Care and Public Health Committee on 9 October 2017
- Financial Monitoring Report: Period 5 2017/2018 - report to Finance and Major Contracts Management Committee on 16 October 2017
- Programmes, Projects and Savings – Quarter 2 - report to the Improvement and Change Sub-Committee on 11 December 2017
- Progress Report on Savings and Efficiencies - report to Adult Social Care and Public Health Committee on 11 December 2017
- Progress Report on Delivery of Programmes, Projects and Savings - report to the Improvement and Change Sub-Committee on 12 March 2018
- Assessment and Advice Provided by External Savings Partner Newton to Support Savings Programme - report to Adult Social Care and Public Health Committee on 12 March 2018
- Job Description for Senior Practitioner OT
- Equality Impact Assessments.

Electoral Division(s) and Member(s) Affected

All.

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