

7 March 2016

Agenda Item: 8

**REPORT OF THE TRANSFORMATION PROGRAMME DIRECTOR, ADULT  
SOCIAL CARE, HEALTH AND PUBLIC PROTECTION**

**DEPARTMENTAL SAVINGS AND EFFICIENCIES PROGRAMME – ADULT  
SOCIAL CARE AND HEALTH**

**Purpose of the Report**

1. To update the Committee on progress with budget savings projects being delivered by the Adult Social Care, Health and Public Protection (ASCH&PP) Department over the period 2015/16 to 2019/20.
2. To seek Committee approval for the establishment of new temporary and permanent posts and the extension of existing temporary posts to support delivery of both existing and new savings projects within the ASCH&PP Department over the period 2016/17 to 2018/19, and enable the department to undertake the necessary transformation to adult social care services in the County.

**Information and Advice**

3. The ASCH&PP Department has already delivered efficiency savings of £57m over the period 2011/12 to 2014/15 through the delivery of savings and efficiency projects. This report updates Committee on progress with the 34 remaining projects falling under the remit of the Adult Social Care and Health (ASCH) Committee, approved by Full Council on 27 February 2014 and 26 February 2015.
4. The report excludes progress on the two remaining savings projects falling under the remit of the Community Safety Committee, and the Business Support Services Review (ASCH&PP and CFCS (Children, Families & Cultural Services)) project, which falls under the remit of the Personnel Committee.
5. The overall financial position of the Department, including savings at risk, is contained within the body of the financial monitoring report that is regularly considered by Finance and Property Committee.
6. The remaining savings targets total £28.100 million, profiled as follows:

<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Total</b>
£11.281m	£10.335m	£4.625m	£1.688m	£0.171m	<b>£28.100m</b>

7. The current statuses of the projects as at Period 10 2015/16, and the breakdown of the remaining savings targets assigned to them, are provided in **Appendix 1**. This also shows any projects reporting exceptions and savings at risk.
8. As Members are aware, each project is RAG (Red; Amber; Green) rated as defined in the status key within **Appendix 1**. Based on good practice from elsewhere, the County Council uses an 'experiencing obstacles' (yellow) category. This gives project managers a chance to highlight that aspects of a project are 'off target' without this necessarily meaning that there will be a resultant risk to overall savings delivery (e.g. some slippage in tasks within the plan etc). In effect, the 'experiencing obstacles' category provides an early warning that action needs to be taken to rectify a problem and / or stop a position worsening so the project becomes 'at risk.' However, at this stage the scale of the issue, and any potential savings at risk, may be unknown and further work is required to ascertain this.
9. The current RAG rating of projects and any known savings at risk of either slippage into future financial years or at risk of non-delivery are provided in **Appendix 1**. In summary, the position with regard to the achievement of the £11.281m 2015/16 savings target is as follows:

	Number of projects	Target Savings £ M	Expected	Slippage	At risk	% of savings target
<b>Savings Target</b>	34	11.28				100.00
<b>Current position</b>						
Close/completed	4	1.18	1.18			10.46
On Target	17	6.21	7.61			55.05
Experiencing obstacles	5	0.99	0.69	0.3		8.78
At Risk	5	2.85	1.28	0.69	0.88	25.27
Compromised	3	0.05	0	0	0.05	0.44
<b>Total</b>	<b>34</b>	<b>11.28</b>	<b>10.76*</b>	<b>0.99</b>	<b>0.93</b>	<b>100.00</b>

\*Please note: a one-off over-achievement of £1.402m savings have been achieved against the Direct Payment project.

10. 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 have delivery issues or fail ultimately to deliver, despite best endeavours. 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 in place to manage these, is provided in **Appendix 2**.
11. Subject to approval at the Full Council budget meeting on 25 February 2016, the ASCH&PP Department will have to achieve a further £8.8m savings over the period 2016/17 to 2018/19, profiled as follows:

2016/17	2017/18	2018/19	Total
£1.888m	£3.669m	£3.266m	<b>£8.823m</b>

12. Delivery of the Department's savings programme is reliant on additional temporary staffing resource. At the ASCH Committee meeting on 30 March 2015, approval was given to either establish or extend a number of temporary posts to support delivery of both existing and new savings projects. Approval to subsequently amend one of these posts was given at the ASCH Committee meeting on 2 November 2015 (see background papers).
13. ASCH Committee is now being asked to approve the following resource requirements for the existing savings projects and for the new savings projects (subject to approval at the Full Council budget meeting on 25 February 2016):

#### Existing Projects

- The extension of 3.5 FTE Occupational Therapist (OT) temporary posts by six months, from September / October 2016 to February / March 2017, to support delivery of the single handed care approach as part of the Younger Adults and Older Adults Community Care projects. Also required is the extension of 1.0 FTE OT Countywide Project Manager post, from April 2016 to March 2017, to oversee this work as part of providing wider support to the OT service with streamlining OT pathways, OT mobilisation, development of OT clinics and work with District Councils. These extensions will bring an additional cost of **£133,253** over 2016/17.
- The extension of 1.0 FTE Strategic Development Manager post, 1.0 FTE Social Worker post and 1.0 FTE Community Care Officer post by 12 months, from April 2017 to March 2018, to support the Development of Extra Care Housing Programme. The extension is required due to the delays in the expected delivery of some of the Extra Care schemes, which has impacted on the closure programme for the Care and Support Centres, as outlined in **Appendix 2**. This will bring an additional cost of **£137,966** over 2017/18.
- The extension of 1.0 FTE Community Care Officer (CCO) post by six months, from April 2017 to September 2017. The post is currently approved for 12 months (to March 2017), to initially undertake reviews on older adult residential placements as part of the remaining Older Adult Care Home Banding Rationalisation project. Once this work is completed, the post will support delivery of reviews required as part of the Reducing the Average Cost of Younger Adult Residential Placements project. Approval is now being sought to extend this post by a further six months, so that the scope of the project can be extended to some out of area placements and services where it is expected to be more challenging to realise savings. This extension will bring an additional cost of **£16,109** over 2017/18.
- The temporary creation of 1.0 FTE Social Worker post for 24 months from the date of appointment, to support delivery of both the Reducing the Average Cost of Younger Adult Residential Placements project and, if approved at the Full Council budget meeting on 25 February 2016, the Promoting Independence in Supported Living and Outreach Services. The post will provide expert support where complex risk assessments, deprivation of liberty and mental capacity act issues arise, and will

support the CCO posts involved in project delivery. This will bring an additional cost of **£89,764** over 2016/17 to 2017/18.

### New Savings Proposals

The resource requirements for the new savings proposals have been agreed by Members as part of the budget preparation process.

- The creation of various new additional temporary posts, as outlined in **Appendix 3**, which will support delivery of the new savings proposals, subject to approval at the Full Council budget meeting on 25 February 2016. The total cost over the period 2016/17 to 2017/18 will be **£1,198,889**.
- The creation of a permanent 1.0 FTE Senior Co-ordinator post and 1.0 FTE Business Support Officer post from date of appointment to support delivery of the new Investment in Shared Lives project. The posts will facilitate the development of new aspects of the scheme including marketing and growth, establishing carer and service user groups and a panel process, and ensuring systems and processes are as effective as possible (including legislation compliance). This will bring an additional permanent cost of **£62,180 pa**. £42,061 of this will be met from savings against the Younger Adults Community Care budget, with the remaining cost being covered by existing Shared Lives budget.

A breakdown of the cost profile for the above posts over the two years 2016/17 to 2017/18 is provided at **Appendix 3**.

Please note: **Appendix 3** also shows the already known resource requirements for some of these projects for 2018/19. However, this report is only seeking approval for post creations and post extensions up to March 2018.

### **Other Options Considered**

14. There are no other options to outline in relation to the savings and efficiency elements of the report as this aims to update Committee on existing budget saving projects currently being delivered by the ASCH&PP Department.
15. The use of existing departmental and corporate resources has been considered. However, there is no available capacity to undertake this work without impacting on existing savings programmes or reducing essential service management resources. The implementation of this transformation programme is considered to be fundamental to ensure the Council continues to meet its statutory responsibilities and delivers a sustainable social care service in the future.

### **Reason/s for Recommendation/s**

16. The additional resource has been costed and earmarked reserves will be used to cover these costs, except for the following post requests:

- The extension of the additional 3.5 FTE OT posts to support delivery of the single handed care approach, the cost of which will be netted off savings achieved from the single handed care approach.
- The new permanent Shared Lives posts, which will be funded by savings against the Younger Adults Community Care budget and available service budgets.

## **Statutory and Policy Implications**

17. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working 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. Each project's progress in achieving their 2015/16 savings target is detailed within the content of this report and in **Appendices 1 and 2**.
19. The cost implications of the changes to temporary resources to support delivery of the existing savings projects, and the financial implications of the temporary and permanent resource to support delivery of the new savings projects, are outlined in **Appendix 3**.
20. The additional resource has been costed and earmarked reserves will be used to cover these costs, except for the following post requests:
  - The extension of the additional 3.5 FTE OT posts to support delivery of the single handed care approach, the cost of which will be netted off savings achieved from the single handed care approach.
  - The new permanent Shared Lives posts, which will be funded by savings against the Younger Adults Community Care budget and available service budgets.

All of these costs include on-costs but exclude travel costs.

## **Human Resources Implications**

21. The line management arrangements of the amended and new temporary posts are outlined in **Appendix 3**.
22. Posts that require an evaluation to determine the grade will need to be submitted for job evaluation prior to being advertised. All other implications are reflected in the report.

## **Public Sector Equality Duty Implications**

23. The equality implications of the projects were considered in Equality Impact Assessments undertaken, published and considered as part of the 2014/15, 2015/16 and 2016/17 budget consultation process.

## **Implications for Service Users**

24. The implications of the projects on service users were considered in the Outline Business Cases and Options for Change undertaken during their development that were published and considered as part of the 2014/15, 2015/16, and 2016/17 budget consultation process.

## **Ways of Working Implications**

25. The places of work at which the amended and new temporary posts will be based are outlined in **Appendix 3**.

## **RECOMMENDATION/S**

That the Committee:

- 1) notes the progress over 2015/16 on budget saving projects being delivered by the Adult Social Care, Health and Public Protection Department, as outlined in **Appendices 1 and 2**.
- 2) approves the creation or extension of additional temporary and permanent posts, as outlined in **Appendix 3**, which will support delivery of existing and new savings projects.

**Jane North**  
**Transformation Programme Director**  
**Adult Social Care, Health and Public Protection**

For any enquiries about this report please contact:

Ellie Davies  
Project Manager, Transformation Team  
T: 0115 9773211  
E: [ellie.davies@nottsc.gov.uk](mailto:ellie.davies@nottsc.gov.uk)

## **Constitutional Comments (LM 23/02/16)**

26. The recommendations within the report fall within the Terms of Reference of the Adult Social Care and Health Committee.

## **Financial Comments (KAS 24/02/16)**

27. 'The financial implications are contained within paragraphs 18-20 of 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:

- Report to Full Council, 27 February 2014: *Annual Budget 2014/15* and associated published Outline Business Cases and Equality Impact Assessments.

- Report to Adult Social Care and Health Committee, 12 May 2014: *Overview of Savings Projects to be delivered 2014/15 to 2016/17 by the Adult Social Care and Health Department.*
- Report to Adult Social Care and Health Committee, 3 November 2014: *Overview of Departmental Savings and Efficiencies Programme.*
- Report to Policy Committee, 12 November 2014: *Redefining Your Council: Transformation and Spending Proposals 2015/16 – 2017/18* (including Appendix A).
- Report to Full Council, 26 February 2015: *Annual Budget Report 2015/16* and associated published Options for Change and Equality Impact Assessments.
- Report to Adult Social Care and Health Committee, 30 March 2015: *Transformation Resource – Overview of Departmental Requirements.*
- Report to Adult Social Care and Health Committee, 1 June 2015: *Overview of Departmental Savings and Efficiencies Programme – Adult Social Care, Health and Public Protection*
- Report to Finance and Property Committee, 14 September 2015: *Financial Monitoring Report – Period 4 2015/2016.*
- Report to Adult Social Care and Health Committee, 2 November 2015: *Departmental Savings and Efficiencies Programme – Adult Social Care and Health.*
- Report to Policy Committee, 9 December 2015: *Spending Proposals 2016/17 – 2018/19.*
- Report to Full Council, 25 February 2016: *Annual Budget 2016/17* and associated published Outline Business Cases and Equality Impact Assessments.

**Electoral Division(s) and Member(s) Affected**

All.

ASCH381