

8 October 2018**Agenda Item: 8****REPORT OF THE TRANSFORMATION DIRECTOR, ADULT SOCIAL CARE
AND PUBLIC HEALTH****PROGRESS REPORT ON IMPROVING LIVES PORTFOLIO****Purpose of the Report**

1. To provide an update to the Committee on budget savings delivered by the Adult Social Care and Health (ASC&H) department in 2017/18.
2. To provide a progress report to the Committee on the Improving Lives Portfolio, which is the programme of work delivering service transformation and budget savings for the Adult Social Care and Health department over the period 2018/19 to 2020/21, excluding Public Health, and seek approval to receive a further update report in the next three to six months.
3. To seek approval to increase the amount of savings that can be delivered by the Transitions/Preparing for Adulthood project by £50,000, to a total of £100,000, for 2019/20 and by £50,000, to a total of £100,000, for 2020/21.
4. In order to support the development of Housing with Care, to seek approval to establish a temporary Project Manager (Band D) post and a temporary Programme Officer (Band B) post for three years from 1st April 2019 to 31st March 2022.
5. In order to effectively contract manage all existing Housing with Care schemes and partnerships on an ongoing basis, to seek approval for the temporary Strategic Commissioning Officer (Band C) post, within the Strategic Commissioning Team, to be made permanent.

Information

6. The Improving Lives Portfolio of work is split across three programmes each containing a number of projects. As agreed by Adult Social Care and Public Health Committee in March 2018 and Improvement and Change Sub-Committee in June 2018, future reporting on saving achievements will be completed at a programme level. The Programme Status Report, attached as **Appendix 1**, provides both a summary of cashable savings at a programme level as well as a status report, linked to project activity measures, for the projects contained within each programme. More information on the Improving Lives Portfolio, its programmes and the projects it contains can be found in the Newton Advice Appendix referenced in the background papers.

7. An Improving Lives Portfolio project exceptions and mitigating action summary (as at July 2018) can be found at **Appendix 2**. This provides further detail on project exceptions outlined within Programme Status Report (**Appendix 1**). Within a portfolio of programmes of the scale of that being undertaken by the department, it is to be expected that some projects within a programme will experience obstacles; whilst this ultimately may result in difficulty in meeting some of the savings, it will not always result in the programme that the project sits within being reported as experiencing obstacles, if other projects within the programme are able to achieve the overall programme savings target.
8. As reported when approved by Adult Social Care and Public Health Committee and Improvement and Change Sub-Committee, the move to programme level reporting will not reduce the level of scrutiny applied to projects. Instead, there will be an improved focus on monitoring the impact of the project activity on contributing to the cashable savings at a programme level. The project activity measures are being developed in consultation with Finance colleagues. The Department will keep the measures under regular review, with guidance from Finance colleagues, to provide assurance that the right activities are being measured. This will then resolve the growing issue of interdependencies between projects and the work required to unpick this.
9. The Quarter 1 Adult and Health Improvement and Change Portfolio update, required for Improvement and Change Sub-Committee, is attached at **Appendix 3**.
10. Nottinghamshire County Council, like other local authorities, currently faces unprecedented financial pressures and, whilst significant savings have been made, a £54 million funding gap still exists for future years. The Adult Social Care and Public Health Department has already delivered savings of £95m between 2011 and 2017/18. The Improving Lives Portfolio aims to deliver additional adult social care savings of £17.83 million between 2018/19 and 2021/22. Alongside the Improving Lives Portfolio, the Adult Social Care Strategy sets out the guiding principles for the delivery of adult social care in Nottinghamshire to ensure that it is effective, can meet the needs of Nottinghamshire's people now and in the future, and is fully compliant with the Care Act 2014. The strategy document recognises that the Council is changing and explains how the Council will continue to work with people, involve them in decisions about their care and support needs and ensure that their expectations are realistic.

ASC&H Department's Savings and Efficiency Programme 2017/18

11. In 2017/18 the validated savings for the ASC&H department was £12.821m; this was against a savings target of £10.345m and reflects an over-achievement of savings of £2.476m.
12. Below is a breakdown by project showing under and over achievements that resulted in the year end net position of £12.821m savings achieved.

A combination of projects over achieved to the total value of £2.883m summarised as:

- £1.919m in Improving Collection of Continuing Healthcare funding
- £0.461m in Reducing the Costs of Residential Placements – Adults 18-64 years
- £0.286m in Targeted Reviews

- £0.161m in Promoting Independence in supported living and outreach services - Adults 18-64 years
- 0.056m in Preparing for Adulthood.

A combination of projects under-achieved to the total value of £0.407 summarised as:

- £0.156m in Reduction in long-term care placements
- £0.120m in Integrated Community Equipment Loan Scheme (ICELS)
- £0.071m in Direct Payments
- £0.060m in Maximise the income available to the Council's directly provided adult social care services.

This brings the net over-achievement to £2.476m.

13. This brings the ASC&H department's delivered efficiency savings over the period 2011/12 to 2017/18 to £95m.
14. The department's remaining approved savings targets, to be delivered by the Improving Lives Portfolio between 2018/19 and 2020/21, is profiled below:

2018/19 £m	2019/20 £m	2020/21 £m	Total £m
8.569	5.682	3.580	17.831

Summary of Savings position for 2018/19

15. The combined impact of anticipated over-achievement of savings against some programmes, and under-achievement of savings against others is an over achievement of £4.920 million.

16. This is made up of:

An over achievement of £5.064m in the Promoting Independence Interventions Programme. This is linked to over achievements in the following key areas:

- Reduction in long-term care placements for Adults 18-64 years
- Targeted Reviews
- Improved Collection of Continuing Health Care.

An under achievement of £0.144m in the Direct Services and Commissioning programme. This is linked to under achievements in the following key areas:

- Investment in Shared Lives
- Integrated Community Equipment Loan Scheme
- Maximise the income available to the Council's directly provided adult social care services.

17. As reported in **Appendix 1** there are individual projects within the Promoting Independence Intervention Programme that (as at 31 July 2018) are experiencing obstacles or at risk and

reporting savings at risk or slippage. However, mitigations are in place to address these and the overall the total combined impact is a significant over achievement of savings for this programme.

18. This over-achievement of savings in 2018/19 is helping to address the current in-year budget pressures.

Looking ahead to future years

19. For 2019/20 the department is currently projecting a net over-achievement of £0.160m.
20. Looking at the three year period 2018/2019-2020/2021, overall the Improving Lives Portfolio is projected to over-achieve its £17.831m savings target by £5,080m bringing the projected savings to £22.911m. This is in addition to the over delivery from previous years of £3.316m (£2.476m of this was in 2017/18) and has been factored in to future years' budgets for the department.
21. 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.
22. Any relevant reports taken to these Committees in the current financial year are available as background papers.

Increased savings target for Transitions/Preparing for Adulthood

23. There is an existing Transitions/Preparing for Adulthood project with a savings target of £220,000 from 2017/18 to 2020/21. Savings are already being delivered as a result of dedicated Transitions staffing capacity working with individuals to maximise their independence and identify support available within the community. The target for the project in 2017/18 was £60,000, but the interventions have delivered savings of £116,000 in year and £231,000 full year effect. It is felt that the number of interventions undertaken by staff during 2017/18 and the level of savings can be sustained as there is a continuous intake of new cases. There is now additional capacity for transition cases and the Notts Enabling Service (NES) is now working with people from age 17 and taking referrals directly from the Customer Service Centre. For 2018/19, any surplus savings achieved will be required to offset any overspend against the wider budget for adults aged 18-64. Therefore, it is proposed that the savings targets set against the project are increased as follows:
 - 2019/20 target of £50,000 increased to £100,000
 - 2020/21 target of £50,000 increased to £100,000
24. In addition, the project will continue to explore other areas that may deliver additional savings.

25. No additional impact on staff or service users is anticipated as a result of these increased savings targets as they are based on current level of interventions.

Resources to support the development of Housing with Care

26. Following a recommendation by the Adult Social Care and Public Health Committee, the Council's Housing with Care Strategy 2018-2025 was approved at Policy Committee in June 2018. The strategy aims to work with key partners to deliver 1,015 additional units of Housing with Care by 2025. Initial planning aims to use a range of development models in order to provide 237 of these by the end of 2021/22. This builds on the financial business case that has successfully delivered recurrent savings of £188,000 in 2015/16, with a further £199,000 savings planned to be delivered linked to schemes due to open between April 2018 and June 2019.
27. The Council's aspiration is for people to remain living in their own homes and avoid unnecessary moves for as long as possible. As people's support needs increase, however, it becomes difficult to manage some risks by supporting people individually in their own homes, especially overnight. Housing with Care offers a cost effective alternative to residential care through providing access to 24 hour on call support to people living in their own apartments/bungalows, within an overall scheme. The Council will arrange for care and support services to be provided to eligible tenants who live in the agreed number of nomination units that the Council has per scheme. National research has evidenced improved independence, health and wellbeing outcomes for people living in Housing with Care schemes by delaying the need for higher levels of care. Therefore this is also an opportunity to provide a long term cost effective solution for people with much lower levels of need.
28. Lead in time and resources are required to develop new schemes either through re-purposing sheltered housing schemes or building new Housing with Care schemes. The delivery of further savings will therefore predominantly be after 2022 onwards. The Council will need to work with a wide range of partners including district and borough councils, local Registered Providers (RPs) of housing, health and homecare providers. Temporary Project Management resources are required in order to:
- engage partners in planning and designing the schemes
 - develop and monitor the full detailed implementation plan for the strategy
 - identify and secure external funding e.g. grants
 - establish formal partnership arrangements
 - monitor and evaluate outcomes.
29. Therefore, it is requested that the following temporary posts are established for three years from 1st April 2019 to 31st March 2022:
- 1 FTE Project Manager (Band D) at £55,665 p.a
 - 1 FTE Programme Officer (Band B) at £45,776 p.a

These posts will be funded from departmental reserves.

30. The Council already has a number of schemes and this project will significantly increase these. Permanent resources are now required in the Strategic Commissioning Team to

effectively contract manage all Housing with Care schemes and partnerships on an ongoing basis to ensure their quality, efficiency and effectiveness.

31. It is therefore requested that the following temporary post is made permanent:
 - 1 FTE Strategic Commissioning Officer (Band C) at £52,076 p.a, the post net off the gross saving.
32. This proposal seeks to implement phase 1 of the Council's Housing with Care Strategy. The aim is to work with key partners to deliver new schemes that will provide 237 additional units by the end of 2021/22, to which the Council will have nomination rights and will provide care and support services into. Savings will be delivered through delaying and avoiding the use of residential care, as well as reviewing whether changes to the way that current individually purchased care provided in existing sheltered schemes could be better co-ordinated. It is proposed that these additional units will provide savings of £371,000 between 2019/20 and 2021/22.

Other Options Considered

33. No other options on reporting have been considered as this is the method of reporting approved by Adult Social Care and Public Health Committee and Improvement and Change Sub-Committee.

Reason/s for Recommendation/s

34. To keep the progress of the Improving Lives Portfolio under review by Committee.
35. To increase the current savings amount achieved across the department.

Statutory and Policy Implications

36. 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

37. 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

38. Progress, as at the reporting period ending 31st July 2018, in achieving the 2017/18 to 2020/21 savings targets for each existing project is detailed in **Appendix 1**.

39. The existing Transitions/Preparing for Adulthood project savings target of £220,000 from 2017/18 to 2020/21 has been increased by £100,000 as follows:

- 2019/20 target of £50,000 increased to £100,000
- 2020/21 target of £50,000 increased to £100,000.

40. To support the development of Housing with Care, the establishment of the following temporary posts has been requested for a period of three years from 1st April 2019 to 31st March 2022.

- 1 FTE Project Manager (Band D) at £55,665 p.a
- 1 FTE Programme Officer (Band B) at £45,776 p.a

These posts will be funded from Departmental reserves at a total cost of £304,323 for the three years.

41. A request has also been made that 1 FTE Temporary Strategic Commissioning Officer (Band C), in the Strategic Commissioning Team, is made permanent at a cost of £52,076 p.a.

Public Sector Equality Duty implications

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

Human Resources Implications

43. The Project Manager and Programme Officer grades are pending full job evaluation.

Implications for Service Users

44. 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 proposed increased savings target for the Transitions/Preparing for Adulthood project by £50,000 to a total of £100,000 for 2019/20 and by £50,000 to a total of £100,000 for 2020/21.
- 3) approves the establishment of 1 FTE Project Manager (Band D) post and 1 FTE Programme Officer (Band B) post from 1st April 2019 to 31st March 2022

- 4) approves the permanent establishment of a 1 FTE temporary Strategic Commissioning Officer (Band C), the post net off the gross saving.

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Constitutional Comments (LM 25/09/18)

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

Financial Comments (OC 20/09/18)

46. The financial comments are contained in paragraphs 38 to 41 of the report.

Human Resources Comments (SJJ 20/09/18)

47. The Project Manager & Programme Officer posts are awaiting an indicative evaluation to determine the grade. Once a grade has been confirmed these posts will be appointed to on fixed term contracts and along with the permanent post be recruited in line with the County Council's recruitment procedure.

Trade Union Comments

48. This report has been shared with Trade Union colleagues.

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.

- [Nottinghamshire County Council Housing with Care Strategy 2018-2025](#) report to Adult Social Care and Public Health Committee on 16th April 2018
- [Housing with Care Strategy](#) report to Policy Committee on 20th June 2018
- [Assessment and advice provided by External savings partner, Newton, to support savings programme](#) report to Adult Social Care and Public Health Committee on 12th March 2018
- [Appendix Assessment and Advice Newton](#) - to Adult Social Care and Public Health Committee on 12th March 2018
- [Monitoring of savings in Adult Social Care](#) report to Improvement and Change Sub-Committee on 25th June 2018

- Programmes, Projects and Savings – Quarter 1 - report to the Improvement and Change Sub-Committee on 4th September 2018
- Progress Report on Savings and Efficiencies - report to Adult Social Care and Public Health Committee on 16th April 2018
- Progress Report on Savings and Efficiencies - report to Adult Social Care and Public Health Committee on 11th December 2017
- 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
- Financial Monitoring Report: Period 5 2017/2018 - report to Finance and Major Contracts Management Committee on 16 October 2017
- Equality Impact Assessments.

Electoral Division(s) and Member(s) Affected

All.

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