

13 June 2016

Agenda Item: 7

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

UPDATE ON THE TRANSFORMATION PORTFOLIO

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 update the Committee on the progress of the Adults Portfolio of Redefining Your Council.
3. To seek Committee approval for extension of the ASCH&PP Transformation posts to support the ongoing delivery of this portfolio, including the savings and efficiency programme.

Information and Advice

ASCH&PP Department's Savings and Efficiency Programme

4. 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 relating to Adult Social Care (excluding Public Protection savings). Total actual savings achieved over 2015/16 are still being confirmed, but indicative savings to date are outlined in **paragraph 13** of this report.
5. This report updates Committee on progress, as at Period 1 2016/17, with the remaining projects falling under the remit of the Adult Social Care and Health (ASCH) Committee, approved by Full Council on 27 February 2014, 26 February 2015 and 25 February 2016. Please refer to **Appendices 1 and 2**.
6. This report also updates the Committee on progress in relation to the Adults portfolio of Redefining Your Council. Please refer to **Appendix 3**. Policy Committee also receives quarterly reports on progress against the Council's Strategic Plan and Redefining Your Council, with the next one due on 15 June 2016.
7. Please note that this report excludes progress on the savings projects falling under the remit of the Community Safety Committee, Public Health Committee, and the Business Support Services Review (ASCH&PP and Children, Families & Cultural Services) project, which falls under the remit of the Personnel Committee.

8. 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.
9. The department's remaining savings targets, including the new projects approved in February 2016, are profiled as follows:

2016/17	2017/18	2018/19	2019/20	Total
£12.223m	£6.591m	£6.534m	£0.294m	£25.642m

10. The current statuses of the projects as at Period 1 2016/17, 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.
11. The Appendix also shows:
 - a. projects that ended in March 2016 which have now been completed. They will now be closed down.
 - b. projects that have savings targets for 2016/17 and beyond and which remain unchanged.
 - c. existing projects that have had their timescales extended following approval by Full Council in February 2016.
 - d. new projects approved by Full Council in February 2016. Some of these have been merged into existing projects.
12. 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.
13. 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**. Total actual savings achieved over 2015/16 are still being confirmed, but indicative savings to date against a target of £11.281m for 2015/16 are as follows:
 - a. £9.675m of the savings were achieved.
 - b. £1.402m one off additional savings were achieved above the target against the Direct Payments project. This has gone into corporate reserves.
 - c. £0.475m of the savings have slipped into future years.
 - d. £0.400m of the savings have been delivered in an alternative way

- e. £0.731m of the savings are still unconfirmed (this relates to the *Living at Home* project and *Handy Persons Preventative Adaptation Service*) - see **Appendix 2** for further information).
14. 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, which ultimately may result in failure to meet some or all 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 in place to manage these, is provided in **Appendix 2**.

Resources required to deliver the Adults Transformation Portfolio

15. The Adult Social Care Transformation Team supports the delivery of the Adults Portfolio of Transformation, one of the five major portfolios established under Redefining Your Council. A cost benefit analysis exercise shows that the Adult Social Care Strategy has been successful in managing rising demand. In 2010, as a Social Care department, 8.4% of the estimated eligible population was provided with long term support; in 2015, while the potential eligible population has increased, long term support was being provided to 4.8% of the estimated eligible population.
16. The introduction of the Adult Social Care Strategy has enabled the department to more effectively manage and avoid the increasing demand for services. This has led to reduced budget pressures being put forward in Younger Adults and no budget pressures being submitted in Older Adults Services in 2016/17. This demand management is being achieved in a number of ways including: embedding the principle of wellbeing and promoting independence; providing good quality information and advice; increased work on the prevention agenda; early resolution at the front end; and greater consideration to the short term support available as well as alternatives such as informal community resources.
17. A quarterly update on key achievements for the five programmes that comprise the Portfolio, is contained in **Appendix 3**. The Portfolio is reporting good progress in achieving key outcomes and benefits required from the programme. The update also provides a forward view for the next three months. It is intended to include these key achievements, milestones and progress on savings in the next Council-wide Performance and Redefining Your Council Progress Update to Policy Committee.
18. The Adults Portfolio comprises the following key areas of work:
- the Adult Social Care Strategy & market development – preventing & reducing care needs by promoting independence
 - Integration with health – implementing joined-up working practices and initiatives with health
 - Public Health Outcomes – working with key stakeholders to establish how to allocate the current budget
 - Care Act Implementation – implementing the changes needed to embed the new duties and extended responsibilities of the Care Act
 - Direct Services Provision – developing different ways of delivering services.

19. The work to implement the Adult Social Care Strategy includes: work to develop and implement new ways of working across the department; effectively manage the demand for services through increasing the use of preventative actions; accessing a wider range of support rather than formal services; and better use of short term support. To effectively make the changes required the programme is supporting a transformational change in both systems and processes and behaviours and practices. To manage demand a performance system is required to measure what interventions work and to embed a performance culture within frontline staff.
20. In order to continue to successfully deliver the Adult Portfolio of transformation, as part of Redefining Your Council, additional temporary staffing resources have previously been established in the department to lead this work. A review of the existing resource has taken place with a view to ensuring that the transformation and delivery of savings across the department continues and maintains pace, balanced with the fact that in the current financial climate every request for resource needs to be scrutinised.
21. The result of the review, is summarised in the table below. Following completion of these business cases the outcomes of the review were then considered and supported by both the Adults Senior Leadership Team and the Corporate Leadership Team and shared and supported by the Chair and Vice Chair of the Adult Social Care and Health Committee.

Post	FTE	Grade	Cost pa £	Currently approved until	Requested until
Transformation Director	1	H	91,571	31/03/2017	31/03/2018
Strategic Development Manager	2	E	121,732	31/03/2017	31/03/2018
Project Manager	3	D	163,304	30/06/2016	31/03/2018
Commissioning Officer	4	C	204,072	30/06/2016	31/03/2018
Programme Officer	2.5	B	105,223	30/06/2016	31/03/2018
Business Support Officer	0.5	3	11,549	30/06/2016	31/03/2018
Total	13		697,451		

22. The review highlighted that two posts that have previously been established are no longer required due to the changing nature of the transformation work. These are one full time Finance Business Partner at Band C and one part time Digital Officer at Band A.
23. In addition to the above posts established in the Adult Social Care Transformation Team, it is also proposed to second a Team Manager from within the department to join the team for a temporary six month period. The cost of this will be met from within the agreed budget and will utilise slippage money from various posts.
24. The review has also led to the removal of 1 FTE Strategic Development Manager post at Band E instead to be replaced by a Project Manager post; this post is currently being evaluated but is anticipated to realise a saving against the current Strategic Development Manager post.

25. This reports seeks the approval of funding to cover the costs of the above 13 FTE posts until 31st March 2018 to support the delivery of the Adults Transformation Portfolio as part of Redefining Your Council, using funding identified at a cost of £697,451 in 2016/2017 and £1,394,902 for the period until 31st March 2018.
26. It is proposed that the posts are extended in two parts, firstly extending posts that currently end in 2016 to 31st March 2017 and that then a review of the team and the ongoing requirements and configuration of the posts is undertaken before further extensions to 31st March 2018.
27. The proposal is to fund the posts from two funding sources. Listed below are the posts that it is proposed are funded from Care Act money that has now been put into the department's base budget. The total cost from the Care Act money is £336,605 p.a and £673,210 for the duration of the extension period until 31st April 2018. This amount can be contained within the Care Act allocation. This is proposed to support teams to transform ways of working to meet the increased demands placed upon the department as a result of the Care Act and other legislative change.
28. These posts are:

Post	FTE	Grade	Cost pa £	Currently approved until	Requested until
Project Manager	2	D	108,869	30/06/2016	31/03/2018
Commissioning Officer	3	C	153,054	30/06/2016	31/03/2018
Programme Officer	1.5	B	63,133	30/06/2016	31/03/2018
Business Support Officer	0.5	3	11,549	30/06/2016	31/03/2018
Total	7		336,605		

29. It is proposed that the remaining posts in the team are funded from the use of reserves. This proposal seeks approval to use £360,844 p.a and £721,688 for the duration of the extension period being requested from reserves to extend the posts below:

Post	FTE	Grade	Cost pa £	Currently approved until	Requested until
Transformation Director	1	H	91,571	31/03/2017	31/03/2018
Strategic Development Manager	2	E	121,732	31/03/2017	31/03/2018
Project Manager	1	D	54,434	30/06/2016	31/03/2018
Commissioning Officer	1	C	51,018	30/06/2016	31/03/2018
Programme Officer	1	B	42,089	30/06/2016	31/03/2018
Total	6		360,844		

30. In addition to the ASC Transformation Team, there is a small number of new or additional posts also supporting transformation and the delivery of savings across the department that this report proposes to establish, extend or utilise differently:

- i. 2 FTE Framework Technical Specialists at Band C: it is proposed to extend these for a further 12 months from 1st April 2016 until 31st March 2017 funded from reserves at a cost of £102,036. The Framework system is a vital part of the department's strategy for managing electronic social care records, financial and performance information, and requires considerable Technical Specialist input.
 - ii. 1 FTE Social Worker in Ashfield Mental Health at Band B: this post is currently funded by Ashfield District Council. This post supports part of Nottinghamshire's Prevent strategy to find new ways of working across multiple agencies. There is no cost to the Council for this post as it has external funding agreed but approval to extend the post for 12 months from 1st April 2016 until 31st March 2017 is requested.
31. In November 2015 ASCH Committee ([New ways of working in Social Care](#)) approved the establishment of 20 FTE Community Care Officers (CCOs) for 12 months to drive forward the use of new ways of working across assessment and care management teams. These posts support the implementation of the Early Resolution Project with a savings target of £350,000. Recruitment has now taken place for these posts and contracts offered until 31st March 2017. Due to varying start dates there will be some slippage against the approved amount of £644,360. In order to maximise the benefit of the agreed resources and meet new requirements, permission is sought to use the remaining money to increase the number of CCOs by 1 FTE and to support the new ways of working with aftercare support from an additional 2 FTE Business System Support Officers. The establishment of these posts does not represent an additional financial commitment to the Council.
32. There is 1 FTE temporary Team Manager in the Central Reviewing Team and 2 FTE Data Input Officers in the Data Input Team, established until 31st March 2017. The Team Manager post is required to provide additional management capacity to effectively supervise and coordinate reviewing activities across a number of savings projects, totalling circa £3.5million over the next three years. Additional data inputting capacity is required to action the package changes following the reviews. Currently the Data Input Team is resourced to manage business as usual and additional capacity is required to manage the additional activity following the review of service users' needs. There are no additional financial implications of these posts to the Council and they will be funded from £300,000 provisionally approved by Committee in April 2016 in the [Providing Adult Social Care Assessments and Reviews Report](#).
33. At Committee in March 2016 ([Departmental Savings and Efficiency Report](#)) approval was given to recruit to 1 FTE Senior Practitioner, 2 FTE Social Workers and 1 FTE Community Care Officer to support the delivery of two projects:
 - Promoting independence in supported living and outreach services
 - Reduction in the average cost of younger adults residential care.

It has not been possible to recruit to the Band B Social Worker posts (no applications were received and a shortage of applicants for other social work posts suggests re-advertising would not be successful). Approval is therefore sought from Committee to disestablish these two social worker posts and in their place establish 2.5 FTE Community Care Officer posts. The senior practitioner will mentor and support the

Community Care Officers in their role. This proposal does not represent any additional costs; it reduces the cost of the posts for the above projects by £9,200.

Other Options Considered

34. 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.
35. In relation to the resources required to deliver the Adults Transformation Portfolio and the savings and efficiency programme, an alternative approach would be to use existing resources. There is not sufficient capacity within the permanent establishment of the department to undertake the scale of change required for the Adults Transformation Portfolio at the pace required to deliver the required savings to make this a feasible option.

Reason/s for Recommendation/s

36. To continue to support delivery of the Adults Transformation Portfolio, including the savings and efficiency programme.

Statutory and Policy Implications

37. 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 services), the public sector equality duty, safeguarding of children and adults at risk, 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

38. The progress in achieving the 2015/16 savings target for each project is detailed within this report and in **Appendices 1 and 2**.
39. In relation to the resources required to deliver the Adults Transformation Portfolio, Finance colleagues have been involved in the development of the report and the detailed financial implications are contained within the body of this report.
40. In total, this reports seeks approval for the continued funding for posts to the amount of £1,496,932 between 1st April 2016 and 31st March 2018.
41. Of the £1,496,932 it is proposed that £637,210 be funded through the use of Care Act money which is now included in the departmental budget and that the remaining £823,722 be funded from reserves.

Human Resources Implications

42. The HR implications associated with the resource changes required to deliver the Adults Transformation Portfolio are included in the main body of the report and HR colleagues have advised on the content.
43. Trade Union colleagues have been consulted, they support the authority in its drive to deliver a quality service whilst striving to achieve its budgetary savings, and however they express concern over the use of temporary contracts instead of permanent contracts extensions.

Public Sector Equality Duty Implications

44. 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

45. 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

46. The post extensions requested in this report are for existing posts and therefore there are no additional ways of working implications. Where the posts represent a physical increase, these will be negotiated separately and accommodation and mobile device deployment considered and arranged where appropriate.

RECOMMENDATION/S

That the Committee:

- 1) notes the progress over 2015/16 on budget saving projects, as detailed in **Appendices 1 and 2**.
- 2) notes the key achievements of the Adults Portfolio of Redefining Your Council, as outlined in **Appendix 3**.
- 3) approves the following:
 - a) the extension of 13 FTE Adult Social Care Transformation Team posts supporting the delivery of the Adults Transformation Portfolio and the implementation of the Adult Social Care Strategy until 31st March 2018, approving the use of an additional £1,139,511 from reserves.
 - b) the secondment of 1 FTE Team Manager at Band D for a six month period, to be funded from the Adult Social Care Transformation Team budget.

- c) the extension of the Transformation Team posts in two parts, initially extending the posts detailed in the report until 31st March 2017 and then to review the Adult Social Care Transformation Team as required for the period 1st April 2017 to 31st March 2018.
- d) the extension of 2 FTE Framework Technical Specialists posts at Band C, for a further 12 months from 1st April 2016 until 31st March 2017, funded from reserves at a cost of £102,036.
- e) the extension of 1 FTE Social Worker post in Ashfield Mental Health at a Band B for 12 months from 1st April 2016 until 31st March 2017. This post is currently funded by Ashfield District Council and there is no cost to the Council for this post.
- f) an increase in the number of Community Care Officers by 1 FTE and 2 FTE Business System Support Officer posts agreed by Committee in November 2015, on the condition that no additional funds are required above what has already been agreed and that slippage money from posts starting after 1st April 2016 be used.
- g) the establishment of a new temporary 1 FTE Team Manager post in the Central Reviewing Team and 2 FTE Data Input Officer posts in the Data Input Team until 31st March 2017, to be funded as previously agreed by Committee in April 2016.
- h) the disestablishment of 2 FTE Social Worker posts in Strategic Commissioning (that could not be recruited to) and the establishment of 2.5 FTE Community Care Officers.

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Constitutional Comments (LM 27/05/16)

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

Financial Comments (NDR 27/05/16)

48. The financial implications of extending the Transformation posts are set out in paragraphs 39 to 41 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 Policy Committee, 13 November 2013: Savings Proposals 2014/15 – 2016/17 and associated published Outline Business Cases and Equality Impact Assessments
- 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.*
- 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.
- Report to Adult Social Care and Health Committee, 7 March 2019: *Departmental Savings and Efficiencies Programme – Adult Social Care and Health.*
- See also links contained within the main report.

Electoral Division(s) and Member(s) Affected

All.

ASCH405