

**TRANSFORMATION FUND MONITORING REPORT QUARTER 3 2019-20**

*To:* **General Purposes Committee**

*Meeting Date:* **24th March 2020**

*From:* **Kelly Allen, Head of Transformation**

*Electoral division(s):* **All**

*Forward Plan ref:* **Not applicable**      *Key decision:* **No**

*Purpose:* **To outline progress in delivery of the projects for which transformation funding has been approved at the end of the second quarter of the 2019/20 financial year.**

*Recommendation:* **It is recommended that the Committee note and comment on the report and the impact of transformation fund investment across the Council.**

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## 1. BACKGROUND

- 1.1 General Purposes Committee (GPC) has responsibility for the stewardship of the Transformation Fund, approving business cases for new proposals and reviewing progress of the existing projects.
- 1.2 The Transformation Fund provides one off funding to encourage projects where an invest to save, invest to improve, or invest to innovate bid can underpin service improvements and deliver improved outcomes and future efficiencies.
- 1.3 This report provides GPC with an overview of how the proposals which are currently drawing down funding are delivering improved outcomes as well as financial objectives. Service Committees continue to review relevant projects in detail as appropriate.
- 1.4 To date, GPC have approved £19.6m of investments since the inception of the Transformation Fund in 2016. There is currently £20.1m funding available to allocate to further investments.
- 1.5 Further proposals are being drafted and due to be submitted to GPC for consideration in March 2020.

## 2.0 OUTCOMES FOR CURRENT PROJECTS

- 2.1 The table below gives an overview of the projects currently drawing down funding. The table shows their current financial RAG rating across the lifetime of the project and outlines the non-financial outcomes and benefits anticipated from each project.

Project	Brief description of project	Outcomes and benefits
<b>Total Transport C/R.5.102</b>  <b>GREEN</b>	Scrutinising contract services to ensure the Council delivers the most efficient mainstream school transport services whilst ensuring all eligible pupils receive free transport in line with the Council's policy on journey times.	<ul style="list-style-type: none"><li>• More effective and co-ordinated Home to School Transport service</li><li>• Improved experience for service users</li></ul>
<b>Support Investment in modernising social care payments C/R.5.002</b>  <b>GREEN</b>	Investing in modern payment mechanisms in social care; including payment cards and establishing a direct debit system	<ul style="list-style-type: none"><li>• Provide an efficient and easy to engage with system for service users</li></ul>
<b>Looked After Children (LAC) Placement budget savings C/R.5.007</b>  <b>BLUE</b>	Funded the campaign to recruit more in house foster carers (launched in September 2018) to reduce the reliance on independent fostering association (IFA) foster carers, a review of high cost placements and fee negotiations with IFA providers.	<ul style="list-style-type: none"><li>• Increased the number of in house foster carers to place children with LAC are placed in the most appropriate placement with the right level of care and support. Since September 2018 there has been an increase of 21.8% (36 households) against the overall long term/short term and link</li></ul>

		foster carer cohort.
<b>Case reviews of specialist transport provisions</b> C/R.5.009 <b>GREEN</b>	Provide additional capacity within the Social, Education Transport Team to review LAC Transport processes and provision	<ul style="list-style-type: none"> <li>To ensure that all placements are offering value for money and to deliver savings</li> </ul>
<b>Library Service</b> C/R.5.010 <b>GREEN</b>	To provide time limited business development capacity. Investment to also include budget for marketing, minor building works, and investments in new technology solutions	<ul style="list-style-type: none"> <li>Maximising the impact of libraries to communities</li> <li>Generating new income streams</li> </ul>
<b>Adults Positive Challenge Programme</b> C/R.5.018 <b>AMBER</b>	Design and create financially sustainable services that managed demand and enables residents to live fulfilled lives, build on people's strengths and support people in a way that works for them.	<ul style="list-style-type: none"> <li>Putting choice and independence directly into the hands of individuals and communities.</li> <li>addressing citizens' needs early on to prevent them from escalating</li> <li>building self-sufficient and resilient communities</li> </ul>
<b>Additional capacity in financial assessment team</b>  <b>GREEN</b>	Continuing the programme of reassessing clients in receipt of adult social care services more regularly to ensure full contributions are being collected.	<ul style="list-style-type: none"> <li>This is to ensure that the correct client contribution is being charged in line with updated Care Act guidance and upcoming changes to the CCC Fairer Contributions Policy</li> </ul>

2.2 The table below shows the trend in RAG rating over the previous four quarters for all current projects.

	Financial RAG				
Project	Q3 2018-19	Q4 2018-19	Q1 2019-20	Q2 2019-20	Q3 2019-20
<b>Total Transport</b>	Green	Green	Green	Green	Green
<b>Support Investment in modernising social care payments</b>	Green	Green	Green	Green	Green
<b>Looked After Children (LAC) Placement budget savings</b>	Blue	Blue	Blue	Blue	Blue
<b>Case reviews of specialist transport provisions</b>	Green	Green	Green	Green	Green
<b>Library Service</b>	Green	Green	Green	Green	Green
<b>Adults Positive Challenge Programme</b>	Not started	Not started	Green	Amber	Amber
<b>Additional capacity in financial assessment team</b>	Not started	Not started	Not started	Not started	Green

### 3.0 FINANCIAL OUTCOMES FOR CURRENT PROJECTS

3.1 The table below summarises the overall financial performance of the current projects drawing down funding as of the first quarter (Q3) of the 2019/20 financial year.

RAG Rating (lifetime of saving)	No. of projects	Investment to Q3 (including prior years) (£000)	Total Investment Committed (including approved future years allocation) (£000)	Savings / income to Q3 (including previous years' savings achieved) (£000)	Forecast savings / income up to end of 2019/20 (including previous years' savings achieved) (£000)	Budgeted future years savings (as per 2019/20 Business Plan, 2020/21 onwards) (£000)
Blue	1	274	705	-2,693	-2,818	0
Green	5	459	824	-2,821	-2,871	0
Amber	1	1583	3,000	-2,072	-3,051	-3,800
Red	0	0	0	0	0	0
<b>Total</b>	<b>7</b>	<b>2,317</b>	<b>4,529</b>	<b>-7,856</b>	<b>-8,740</b>	<b>-3,800</b>

3.2 There are currently no projects rated as Red from a financial delivery perspective at the end of Q3 2019/20.

3.3 The Adults Positive Challenge Programme is the only project rated as Amber in this period, details in the table below.

PROJECT: Adults Positive Challenge			AMBER
Investment to date	Total project Investment Committed	Savings to date	Total scheme savings anticipated (over two years)
£1,583,000	£3,000,000	-£2,072,000	-£7,600,000

#### Update / Details on Amber status

The current forecast end of year position for 2019/20 is £3,051m, a shortfall against the £3.8m target of £749k. This is mostly from slower than expected delivery of work in TEC as recruitment has had to take place and work transferred to Mosaic, as well as the rigorous work that is needed to evidence the impact of the workstreams. It is expected that the impact of work in the last months of 2019/20 financial year will allow the rest of this saving to be realised in 2020/21 financial year.

## **4.0 ALIGNMENT WITH CORPORATE PRIORITIES**

### **4.1 A good quality of life for everyone**

The individual Transformation Fund bids identify where the specific project supports this outcome.

### **4.2 Thriving places for people to live**

There are no significant implications for this priority.

### **4.3 The best start for Cambridgeshire's children**

The individual Transformation Fund bids identify where the specific project supports this outcome.

### **4.4 Net zero carbon emissions for Cambridgeshire by 2050**

The individual Transformation Fund bids identify where the specific project supports this outcome.

## **5.0 SIGNIFICANT IMPLICATIONS**

### **5.1 Resource Implications**

The resource implications are captured on the savings tracker showing expenditure from the transformation fund and the actual and anticipated return on investment.

5.1.1 Transformation team resource as at 31 Dec 2019 = 30.9 FTEs

### **5.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

No significant implications – in some instances the procurement process has taken longer than anticipated creating some delay in the expenditure and impact of the transformation investments – these are described within the commentary for each project.

### **5.3 Statutory, Legal and Risk Implications**

There are no significant impacts for this category.

### **5.4 Equality and Diversity Implications**

There are no significant implications within this category from this report – individual community impact assessments were completed for all projects as part of the original business case.

### **5.5 Engagement and Communications Implications**

There are no significant impacts for this category.

## 5.6 Localism and Local Member Involvement

There are no significant impacts for this category.

## 5.7 Public Health Implications

There are no significant impacts for this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes – Chris Malyon and Tom Kelly
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	N/A
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	N/A
Have the equality and diversity implications been cleared by your Service Contact?	N/A
Have any engagement and communication implications been cleared by Communications?	N/A
Have any localism and Local Member involvement issues been cleared by your Service Contact?	N/A
Have any Public Health implications been cleared by Public Health	N/A

Source Documents	Location
None	Not applicable