

TRANSFORMATION FUND MONITORING REPORT QUARTER 1 2018/19

To: General Purposes Committee

Meeting Date: 20 September 2018

From: Julia Turner, Transformation Manager

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 first quarter of the 2018/19 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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|-------------------------|------------------------------------|-------------------------|--|
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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 schemes.
- 1.2 This report provides GPC with a high level overview of how the proposals are meeting their financial objectives for schemes that have investment for Quarter 1 of 2018/19 using a Red, Amber Green (RAG) rating system. Service Committees continue to review relevant projects in detail as appropriate.
- 1.3 This report also highlights where the proposals contributed towards the Council's Outcomes and also where schemes provide benefits across the systems to other organisations, where known.

2. OVERVIEW OF TRANSFORMATION FUND PERFORMANCE

- 2.1 The table below provides a summary of investments which are rated blue as exceeding savings, green as 'on track' and those which are amber or red because the delivery of benefits is either delayed or will not be achieved as originally anticipated. The total invested and delivered to date and projected over the lifetime of the programme is provided in the overview.

| RAG Rating | No of Schemes | Investment to Q1 (£000) | Total Investment Committed for scheme (£000) | Savings / Income to Q1 (£000) | Total Projected Saving/income over lifetime of scheme (£000) |
|--------------|---------------|-------------------------|--|-------------------------------|--|
| Blue | 1 | 0 | 120 | -93 | -315 |
| Green | 12 | 22 | 1638 | -1677 | -3952 |
| Amber | 1 | 0 | 250 | -100 | -1000 |
| Red | 2 | 185 | 1491 | -1592 | -4600 |
| Total | 16 | 207 | 3499 | -3462 | -9867 |

2.2 Exceptions

The following tables show details of the two schemes which are rated as RED in this quarter:

| Scheme: Dedicated social work and commissioning capacity LD | | | RED |
|--|--|------------------------|---|
| Investment to date | Total scheme Investment Committed | Savings to date | Total scheme savings anticipated |
| £185,000 | £786,000 | -£1,409,000 | -£3,100,000 |

Service Comments:

The above saving figures include 18/19 progress only, however it is important to recognise the success from 17/18 savings from reassessments (reference A/R.6.114) have spanned multiple years. In 17/18, £2,001k savings were achieved through reassessments and this included savings accrued as a result of reassessments undertaken by both the Project Assessment Team (PAT) and Learning Disability (LD) Locality Teams.

In addition, because the work of PAT is not limited only to the reassessment work, it would also be beneficial to outline the wider financial benefit of using the transformation fund to invest in PAT.

There are three particular programmes of work that are delivering savings and efficiencies on behalf of the Learning Disabilities Partnership (LDP), these are:

1. Leading project to de-register residential homes for people living with disabilities and changing the service model to supported living delivering savings (£85k achieved to date in 18/19) and promoting greater independence for service users
2. Work to enable people living with learning disabilities who have been placed 'out of county' to move closer to their family by identifying a placement which is closer to home. There is a business plan savings target of £315k for this work, it is forecast to be delivered in full and to date £169k of savings have been banked (£169k of which is accrued to 2018/19 and £10k to 2019/20)
3. Leading negotiations with all providers on behalf of LD regarding annual fee uplifts within limited resources, applying expert brokerage support and best practice commercial logic to these negotiations on behalf of the council

The dedicated social work team and brokerage commissioning capacity has bought real time savings currently standing at 2.5m (recurrent) from a target 3.1m which I am confident can be reached by the end of this financial year. This has been achieved through standing firm in the implementation of the policy lines, negotiating hard with providers and ensuring VFM but never compromising on meeting the client's needs under the Care Act requirements.

| | | | |
|---|--|------------------------|---|
| Scheme: Looked After Children (LAC) Placement Budget Savings | | | RED |
| Investment to date | Total scheme Investment Committed | Savings to date | Total scheme savings anticipated |
| £0,000 | £705,000 | -£183,000 | -£1,500,000 |

Service Comments:

The campaign to recruit in house foster carers launches on 12th September at the Abbey Stadium in Cambridge. The campaign partners include Cambridge United and Peterborough United Football Clubs. We will have advertisements on Cambridgeshire Buses as well as radio and social media presence.

Staff are in place to ensure that all enquiries as a result of the campaign are processed efficiently and there will also be adequate staff to support these new foster carers following approval.

3. OUTCOMES

3.1 The table below shows the current financial year schemes with Transformation Fund investment, their RAG status for this period, Q1 2018/19, and where they contribute towards the Councils' Outcomes.

| RAG | Investment scheme description | Older people live well independently | People with disabilities live well independently | People at risk of harm are kept safe | People lead a healthy lifestyle | Children & young people reach their potential in settings & schools | Cambridgeshire economy prospers to the benefit of all | People live in a safe environment |
|-------|--|--------------------------------------|--|--------------------------------------|---------------------------------|---|---|-----------------------------------|
| GREEN | Total Transport | | | | | | | X |
| GREEN | Move to full cost recovery for non-statutory highway works | | | | | | X | |
| GREEN | Street Lighting Synergies | | | | | | | X |
| GREEN | Supporting people with physical disabilities & people with autism to live more independently | | X | X | | | | X |
| GREEN | Pilot of Additional safeguarding posts in the MASH A/R.6.172 | | | X | | | | X |
| GREEN | External Funding | | | | | | X | |
| GREEN | Support Investment in modernising Social Care Payments | X | | | | | | |
| RED | Dedicated social work and commissioning capacity - LD | | X | | | | | |
| GREEN | Additional capacity in team to conduct financial assessments in Adults | X | | | | | | |
| GREEN | Investment in additional upstream MH social work | | | X | | | | |
| AMBER | Housing Review | | | X | | | | X |
| RED | LAC Placement Budget Savings | | | X | | | | |
| GREEN | Learning services review | | | | | X | | |
| GREEN | Dedicated capacity to undertake case reviews of specialist transport provision A/R.6.244,214,210,251 | | | X | | | | |
| BLUE | Social work capacity to review out of area placements | | | X | | | | |
| GREEN | Library Service Transformation Bid | X | X | | | | | |

4.0 ALIGNMENT WITH CORPORATE PRIORITIES

4.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

4.2 Helping people live healthy and independent lives

A key focus of the Transformation Programme is on helping people to live healthy lives and cope more independently of public services.

4.3 Supporting and protecting vulnerable people

The impacts associated with the people living healthy and independent lives are captured within Community Impact Assessments for each proposals within the Business Plan, including these transformation programmes. By successfully delivering transformation we can address the funding shortfall whilst protecting and enhancing outcomes for vulnerable groups. The transformation fund and its impact therefore mitigates the potential need for service reductions which would impact negatively on vulnerable people.

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.

5.2 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 scheme.

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 schemes 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 |
|--|---|
| General Purposes Committee Agenda, Reports and Minutes | https://cmis.cambridgeshire.gov.uk/ccc_live/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/2/Default.aspx |