

TRANSFORMATION FUND MONITORING REPORT QUARTER 4 2017/18

To: **General Purposes Committee
Audit and Accounts Committee 30th July for information**

Meeting Date: **24 July 2018**

From: **Amanda Askham, Director of Business Improvement and Development**

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 fourth quarter of the 2017/18 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 As part of a new approach to business planning, focused on outcomes, it was agreed that the Council would establish a fund that could be used to resource the costs of delivering transformation, ensuring that finance is not a barrier to change at pace across the organisation. A fund of nearly £20m was established and there is now a programme of schemes which have received funding and are supporting the delivery of saving in the current financial year (2017/18) and beyond.
- 1.2 General Purposes Committee (GPC) has responsibility for stewardship of the fund, approving business cases for new proposals and reviewing progress with existing schemes. In June 2017 the Committee received a baseline report describing how each of the proposals would be progressed and monitored and this paper provides the third quarterly in-year monitoring update on expenditure and outcomes to date, the first being received by GPC in September.
- 1.3 GPC asked that future reports provide a high-level overview of how proposals were working, using a Red Amber Green (RAG) rating system to highlight where things are on and off-track. The steer given was that individual Policy and Service Committees would review relevant projects in detail as appropriate, with GPC maintaining a strategic oversight role and primarily focussing on highlights and exceptions.

2. OVERVIEW OF PROGRAMME

- 2.1 The table at fig. 1 provides a summary for Committee regarding the proportion of schemes with Transformation Fund investment which are rated 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 overview.

Figure 1: Transformation Programme Overview

RAG Rating	No of Schemes	Investment to Q4 (£000)	Savings / Income to Q4 (£000)	Total Investment Committed (£000)	Total Projected Saving/income over lifetime of scheme (£000)
Green – On Track	12	2,033	-5,136	3,256	-5,546
Amber – Delayed or some risk of under-delivery	1	58	-218	90	-259
Red – Not projected to deliver as originally planned	5	1,441	-2,524	1,883	-3,223
Total	18	3,532	-7,878	5,229	-9,028

3. EXCEPTIONS

3.1 The Committee has requested details of schemes which are not on track and the table below therefore provides an overview of;

- investment funding spent and savings secured to the end of the quarter, and how this varies from the original profile
- the total projected saving from the investment, and how this varies from the original profile
- details of the reasons for the variance and any mitigating actions which could be put in place

Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q4 2017/18 (£000)	Savings to date at Q4 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Enhanced Occupational Therapy Support to reduce the need for double-handed care (A/R.6.165)		58	-218	-218	The LD reviews progressed somewhat more slowly due to the complexity of the cases but where care packages have been changed this brought significant savings. The team will continue to work on delivering further savings during 2018-19 Although the Transformation target was not quite reached, it should be noted that overall the team delivered in-year savings and avoided costs of £1.087m across all areas.	Amber
Invest £000	Saving £000					
90	-259					

Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q4 2017/18 (£000)	Savings to date at Q4 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Using Assistive Technology to help people with Learning Disabilities live and be safe more independently without the need for 24 hr or overnight care (A/R 6.116)		186	-124	-135	As part of the Learning Disability savings programme we have invested in additional specialist assistive technology capacity. The work to review the use of technology across LD cases is ongoing. The savings rate achieved in 2017/18 is lower than modelled with the rate of referrals also being slower – however the programme is ongoing and we believe that further opportunities can be	Red
Invest £000	Saving £000					

186	-214				identified – in particular the use of more enabling technologies for people with autism will support greater independence during daytime activities. An expectation of c£80K savings will be delivered in 2018/19.	
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Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q4 2017/18 (£000)	Savings to date at Q4 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Dedicated Reassessment Team - Learning Disabilities (A/R 6.114)		734	-2,001	-2,381	To date 1,315 cases that have been reassessed between PAT and locality teams resulting in the 2,001k saving in 2017/18.	Red
Invest £000	Saving £000				The final position is £380k less than was predicted at the start of the year. This is largely a phasing issue with cases taking longer than anticipated to reassess.	
£750	-£2,381				There has been a significant amount of cost avoidance savings through the careful management of the fee negotiation increase process this year. Overall the LDP has cost avoided c£2.2M in cost increase.	

Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q4 2017/18 (£000)	Savings to date at Q4 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Children's Social Care Support for young people with complex needs (C/R.5.404)		203	-373	-1508	The model is now live from 1/10/17 delivering outreach support, residential beds in the children's home at Wisbech and joint working with the police. Over this period 48 young people have been supported to either prevent their admission to care, return home from care within a 28 day period of admission, return home from long-term care in a planned and sustainable way, or to stabilise their presentation to reduce risk and prevent placement breakdown or escalation in resources. Work has continued on a recruitment strategy for family placements (fostering and supported lodgings) however progress has been delayed and is now on hold	Red
Invest £000	Saving £000					
£497	-£559					

					due to significant pressures on management capacity and operational demands. Communication support worker has been recruited and started in Q4, and work continues to recruit to the clinician post.	
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4. OUTCOMES

- 4.1 Appendix 1 maps out the schemes that have Transformation Fund investment against the Cambridgeshire County Outcomes. The totals indicate the outcomes that are most supported by the Transformation Fund investments, this shows trends and may create the opportunity to review and refine the current outcomes.

Recommendation: Review the current CCC Outcomes.

- 4.2 Below shows how some of the schemes are supporting people to live more independently:

Using assistive technology to support older people to remain independent in their own home

The project has introduced the use of 'just checking' monitoring equipment in the assessment of needs of older people. This gives social workers and families valuable information about people's movements and activities living at home and this is informing decisions about care planning. This is changing the perception of risk and needs and enabling lower cost packages of care and increases the likelihood of people maintaining their independence and staying in their own home for longer.

Enhanced Response Service – Falls and Telecare

This scheme has funded a team of responders to older people to ensure they get support promptly and that any issues requiring either urgent or ongoing care are picked up. This is making a contribution to pressures in both the health and social care system by avoiding the need for costly ambulance call outs, avoiding hospital admissions and keeping people at home.

Assistive Technology to help people with LD live and be safe independently

Reviewing the use of technology across existing LD cases to identify where technology can support more independence. Potential opportunities have been identified for people with autism where enabling technologies can provide support for greater independence during daytime activities.

5. ALIGNMENT WITH CORPORATE PRIORITIES

5.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

5.2 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.

5.3 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.

6. SIGNIFICANT IMPLICATIONS

6.1 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.

6.2 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.

6.3 Statutory, Legal and Risk Implications

There are no significant impacts for this category.

6.4 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.

6.5 Engagement and Communications Implications

There are no significant impacts for this category.

6.6 Localism and Local Member Involvement

There are no significant impacts for this category.

6.7 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

Appendix 1

		CAMBRIDGESHIRE COUNTY COUNCIL OUTCOMES						
Investment reference	Transformation Fund Investment title	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 and young people reach their potential in settings and schools	The Cambridgeshire economy prospers to the benefit of all	People live in a safe environment
C/R.5.001	Commercial approach to contract management						X	
C/R.5.102	Total Transport						X	
C/R.5.202	Move to full cost recovery for non-statutory highway works						X	
B/R.6.214	Street Lighting Synergies						X	
C/R.5.301	Specialist Support for Adults with Autism to increase their independence		X	X	X		X	X
C/R.5.302	Using assistive technology to help people with learning disabilities live and be safe more independently without the need for 24hr or overnight care		X	X	X		X	X
C/R.5.303	Using assistive technology to support older people to remain independent in their own homes (approved)	X		X	X		X	X
C/R.5.304	Neighbourhood Cares Transformation Pilot- A New Approach to Social Work in Communities	X		X	X		X	X
C/R.5.305	Enhanced Occupational Therapy Support to reduce the need for double-handed care						X	
C/R.5.306	Recouping under-used direct payment budget allocations (increased monitoring)						X	
C/R.5.307	Dedicated Reassessment Team - Learning Disabilities						X	

C/R.5.308	Supporting people with physical disabilities & people with autism to live more independently		X	X			X	X
C/R.5.312	Increase in client contributions from improving frequency of re-assessment - older people & elderly mental health						X	
C/R.5.313	Enhanced Response Service - Falls and Telecare						X	
C/R.5.319	ASC/OP investment required to manage and reduce demand & cost to serve	X		X				X
C/R.5.320	OP & MH service delivery - sustaining budgetary performance						X	
C/R.5.401	Enhanced intervention service for children with disabilities		X			X	X	
C/R.5.402	Systemic family meetings to be offered at an earlier stage to increase the number of children being diverted from LAC placements			X		X	X	X
C/R.5.403	Link workers within Adult Mental Health Services		X					
C/R.5.404	Investment in Children's Social Care Support for young people with complex needs			X		X	X	X
C/R.5.004	Additional capacity in team conducting financial assessments						X	

Total

3

5

8

4

3

19

8