

TRANSFORMATION FUND MONITORING REPORT QUARTER 3 2017/18

To: **General Purposes Committee
Audit and Accounts Committee for information**

Meeting Date: **27 March 2018**

From: **Amanda Askham, 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 third 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 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 Q3 (£000)	Savings / Income to Q3 (£000)	Total Investment Committed (£000)	Total Projected Saving/income over lifetime of scheme (£000)
Green – On Track	12	898	-2356	3308	-3250
Amber – Delayed or some risk of under-delivery	2	619	-2160	840	-2592
Red – Not projected to deliver as originally planned	4	511	-416	1220	-512
Total	18	2,028	-4932	5368	-6354

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 Q3 2017/18 (£000)	Savings to date at Q3 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Commercial Approach to Contract Management (c/r5.001)		267	-0	-2000	<p>This investment supports additional external support in order to identify contract management savings. These will be reflected in underspends on contractual spend and in future business planning savings associated with externally commissioned services.</p> <p>At present there are a number of initiatives derived from this investment that are delivering savings and efficiencies for 2017/18 across the Council. However, these are contributing to service-specific savings targets, rather than delivering savings against the centrally held savings target.</p> <p>With greater governance now in place around the Council’s purchasing and procurement, the Commercial Board is developing a specific programme to identify further savings opportunities from this work in 2019 and beyond.</p>	Red
Invest £000	Saving £000					
400	-2000					

Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q3 2017/18 (£000)	Savings to date at Q3 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Specialist Support for Adults with Autism to increase their independence (A/R 6.113)		35	-19	-26	This scheme has been partially successful but will deliver a smaller financial benefit (£26k) than originally estimated (£72k) Mitigation work involves expanding the activity to other Vulnerable Adults; monitoring the saving against avoided costs and the demographic expectation.	Red
Invest £000	Saving £000					
50	-72					

Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q3 2017/18 (£000)	Savings to date at Q3 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)		94	-95	-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 identified – in particular the use of more enabling technologies for people with autism will support greater independence during daytime activities. Updated savings projections will be made once this work has developed further – as part of the Adults Positive Challenge Programme	Amber
Invest £000	Saving £000					
186	-214					

Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q3 2017/18 (£000)	Savings to date at Q3 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
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Enhanced Occupational Therapy Support to reduce the need for double-handed care (A/R.6.165)		41	-202	-211	<p>Project is in progress and delivering savings</p> <p>Progress with the Care Home element of the project has been slower than anticipated, due to a member of the team being off sick for an extended period (now returned). The LD reviews are progressing somewhat more slowly due to the complexity of the cases but where care packages can be changed this is expected to bring significant savings.</p> <p>Amber status reflecting potential need to re-phase savings</p>	Amber
Invest £000	Saving £000					
90	-252					
Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q3 2017/18 (£000)	Savings to date at Q3 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Sustaining Budgetary performance in older people's services (c/r 5.320)		351	-793	-973	<p>Return on investment is linked to the reallocation of some of the achieved underspend in Older People's and Mental Health Services in 2016/17.</p> <p>This saving is predicated on the services continuing to meet people's needs within the reduced budget allocation. Demographic pressures have recently appeared and are now being managed / mitigated within Older People's and Mental Health Services. The amber status and lower saving projection reflects the remaining pressure on this overall budget (£888k) as shown in the Finance and Performance Report</p>	Amber
Invest £000	Saving £000					
600	-1861					
Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q3 2017/18 (£000)	Savings to date at Q3 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)		115	-302	-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 42 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 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. This project is already delivering savings and we anticipate that the full financial benefit of £1508k will be delivered. However the amber status reflects the delay in implementation which will result in a shortfall in 2017/18 – with savings re-phased into 2018/19 accordingly	Amber
Invest £000	Saving £000					
497	-1508					
Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q3 2017/18 (£000)	Savings to date at Q3 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Dedicated Reassessment Team - Learning Disabilities (A/R 6.114)		589	-1722	-1,994	A dedicated Project Assessment Team (PAT) has been established and a full programme of care package reviews and provider negotiations is underway. There has been some delay in delivering the estimated saving with the complexity of the cases as well as significant staff	Amber

Invest £000	Saving £000				turnover in the team delaying the amount of care package reviews completed in the year.	
750	-2381				The commissioning element of PAT has also been leading on the procurement of framework contracts as well as provider fee increase negotiations which avoid increased costs rather than delivering cashable savings. This year has been particularly challenging due to increases in the National Living Wage and increased costs for night support due to recent clarifications of the National Minimum Wage Regulations on top of the wider financial challenges facing the sector.	

4. HIGHLIGHTS

4.1 Some schemes which are of particular interest in terms of their positive impact on outcomes and savings are highlighted below.

4.2 Adults Transformation programme (C/R.5.319).

The Consortium of Capgemini and iMPOWER are now nearing the end of the Adults Positive Challenge Programme in Adult Services and Safeguarding and are finalising their recommendations. The emerging programme captures and builds on the innovative thinking within our teams and brings fresh ideas and insights from an independent perspective.

The opportunities the consortium have identified include our approach to technology, our relationships with communities, conversations with service users, how we support carers differently, our approach to commissioning and how we influence people to keep themselves well. A priority that comes through strongly is a focus on empowered and devolved practice and supporting our teams to do what is needed to help people achieve their goals.

A programme plan is under development and a mobilisation and development period will take place during March and April. This time will be used to:

- Share the proposed vision and opportunities with elected Members and staff across the Council and gather feedback on the business cases through a series of workshops, drop-in sessions and via internal communications;
- Discuss the findings and proposed opportunities with partners to fully understand the potential impact on their organisations and how we can collaborate on transformation and develop opportunities together;
- Consider and discuss the scale of joint implementation between Cambridgeshire and Peterborough, and discuss this with elected Members from both authorities
- Identify the requirement for external capacity and expertise to support implementation of the programme.

There are a number of opportunities that can be taken forward now, whilst the rest of the programme is developed. These include conversations about measures we can take to maximise people's independence; changes to the Council's information and communications materials; and investigating different types of Assistive Technologies available in the market. Officers will begin to develop these opportunities during March and April as the full Programme is developed. It is anticipated that a full description of the programme, along with investment implications, will be presented to Adults Committee and GPC in May.

4.3 Neighbourhood Cares

Our future direction in Adults Service will be strongly informed by the Council's Neighbourhood Cares innovation sites which are fully operational in Soham and St Ives. Initially the teams were working to develop links into their communities and to meet the emerging needs of new service users. The pilot is now moving to the next stage where the teams are also taking on the service users open to the mainstream Older People's Team in

East Cambridgeshire and Huntingdon – so we are beginning to test the model’s ability to work differently whilst still responding to the full range of demand in a given geography.

The innovation sites continue to generate numerous examples of really positive work within communities - including

- Working with local residents to build a Soham Community Map which will be both physical and virtual. With the library hosting one of the three maps and local residents keeping info up to date.
- Soham Library are planning to work with the local community to host a [Repair Café](#) where volunteer Repairers fix items brought in by the public to prevent waste and build community whilst bringing new footfall to the library
- Responding to feedback from people in St Ives about how difficult and isolating the time could be between Christmas and New Year the team arranged a local café to hold a coffee and cake get together which will now go on to become a regular social and support group
- The library hosting Community Lunches where a range of public sector, voluntary and community partners come together to share news and collaborate on projects.
- Volunteer4Soham event. 10 organisations came together to showcase their volunteer opportunities in the town and to recruit new Volunteers.
- Neighbourhood Cares hold weekly Drop Ins in the library where local residents can pop in for info, advice and support and also to join our volunteer team

Paul Jansen the Chief Operating officer from Public World is carrying out a health check assessment on the Neighbourhood Carer model – testing how well it is using the Buurtzorg principles and to provide recommendations on how we can embed these in our future service models.

A further upcoming development is work with Purple (the organisation that provide the Direct Payment support to people in Cambridgeshire) and Care Networks in regards to their submitted bid to the Councils Innovation grant to support micro enterprises that specifically provide Personal Assistants . We are optimistic that this will give us the capacity to develop this market across the patches and inform the future county-wide model.

4.4 External Funding / Cambridgeshire Lottery

Transformation Fund investment has supported the development around the proposal of a lottery model for Cambridgeshire, this will be presented to C & I Committee in March.

The proposal is for a £1 tickets price with a maximum prize of £25,000. The draws would be weekly and all tickets would be sold online via a dedicated website hosted by the ELM (accessible on mobiles, tablets and desktop applications).

We are currently proposing a model whereby players can choose to buy a ticket to support either:

- The Central Fund (the default ticket type) – all 60% goes to the central fund to be distributed by the existing council processes

- Specific Good Cause – 50% goes directly to the chosen good cause and the other 10% goes to the central fund.

Using conservative estimates based on all ticket buyers donating 50p to a Specific Good cause and 10p to the Central Fund. Over 5 years it is estimated that around £1.3m would be generated for good causes and over £300k would be generated for the central fund – allowing the County Council to invest according to our priorities and offsetting existing costs.

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