

**TRANSFORMATION FUND MONITORING REPORT QUARTER 4 2018-19**

**To:** General Purposes Committee

**Meeting Date:** 16 July 2019

**From:** Julia Turner, Interim 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 fourth 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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## 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 current proposals are delivering improved outcomes as well as financial objectives. Service Committees continue to review relevant projects in detail as appropriate.
- 1.4 The Transformation Fund bids that support the 2019-2024 Business Plan are being presented at the relevant service committee as the investments are required to be drawn down. The areas approved at January GPC are:
- Embedding a demand management approach across the business
  - Developing a range of forward looking data and insight to guide our choices
  - Developing a place based model of practice across all services
  - Developing strength and depth in our commercial activity

## 2.0 OUTCOMES FOR CURRENT PROJECTS

- 2.1 The table below gives an overview of the current projects including their financial RAG rating. It also outlines the non-financial outcomes and benefits anticipated from each scheme.

Project	Brief description of project	Outcomes and benefits
<b>Total Transport</b> <b>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>External Funding</b> <b>C/R.5.011</b> <b>AMBER</b>	Fund the Advertising and Sponsorship Coordinator capacity to develop the council-wide structures and processes to identify and lever in new external funding opportunities.	<ul style="list-style-type: none"><li>• Advertising and sponsorship skills within the organisation</li><li>• CCC initiatives can be financially supported</li></ul>

<b>Support Investment in modernising social care payments</b> <b>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>Dedicated Social Work &amp; Commissioning capacity Learning Disability (LD)</b> <b>C/R.5.003</b> <b>RED</b>	Dedicated social work, commissioning and specialist assistive technology capacity to deliver the ongoing programme of service user reassessments, service re-design and provider negotiation work in learning disability services	<ul style="list-style-type: none"> <li>• Promoting independence through use of technology</li> </ul>
<b>Additional capacity to conduct financial assessments in Adults</b> <b>C/R.5.004</b> <b>GREEN</b>	Additional capacity to ensure that the correct client contribution is being charged in line with updated Care Act guidance.	<ul style="list-style-type: none"> <li>• Service users will be paying the correct client contribution amount</li> </ul>
<b>Investment in upstream MH social work</b> <b>C/R.5.005</b> <b>GREEN</b>	Investment in additional capacity as part of the integrated care model for people with mental health needs through the Cambridgeshire and Peterborough NHS Foundation Trust.	<ul style="list-style-type: none"> <li>• Reducing need by ensuring social care support is in place through early intervention, working closely with primary care, adult early help teams and within communities</li> </ul>
<b>Housing Review</b> <b>C/R.5.006</b> <b>RED</b>	To carry out a review of the initiatives funded by Housing Related Support and inform recommendations, ensuring that any impacts of the proposed savings are understood and taken into account. Working with partners to identify innovative solutions to meet our housing needs.	<ul style="list-style-type: none"> <li>• Meeting accommodation needs for our most vulnerable clients</li> <li>• Working in partnership with District colleagues</li> </ul>

<b>Looked After Children (LAC) Placement budget savings</b> <b>C/R.5.007</b> <b>BLUE</b> (over achieving against expected financial savings)	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</li> <li>LAC are placed in the most appropriate placement with the right level of care and support.</li> </ul>
<b>Learning Services Review</b> <b>C/R.5.008</b> <b>GREEN</b>	Investment in dedicated specialist skills required to support the Director of Learning in reviewing the current model, facilitating delivery of a new approach and the establishment of new partnerships across the education	
<b>Case reviews of specialist transport provisions</b> <b>C/R.5.009</b> <b>GREEN</b>	Provide additional capacity within the Social, Education Transport Team to review LAC Transport processes and provision	
<b>Social Work capacity to review out of area placements</b> <b>C/R.5.013</b> <b>GREEN</b>	To enable people with learning disabilities who have been placed out of county to move closer to their family by identifying an alternative placement which is closer to home	<ul style="list-style-type: none"> <li>People with learning disabilities who it is appropriate to move back into county will be closer to their existing support networks which is associated with better outcomes.</li> <li>Parents /carers will no longer need to travel significant distances to visit service users.</li> </ul>
<b>Library Service</b> <b>C/R.5.010</b> <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>

### 3.0 FINANCIAL OUTCOMES

3.1 The table below summarises the overall financial performance of the current Transformation Fund projects as at the end of the fourth quarter (Q4) of the 2018/19 financial year.

RAG (Red, Amber Green) Rating	No of current Schemes	Total Investment to Q4 (£000)	Total Investment Committed for the project (£000)	Savings / income for the project to Q4 (£000)	Forecast savings / income up to end of 2018/19 for the project (£000)	Budgeted future years savings for projects (as per 2018/19 Business Plan, (£000)
Blue	1	92	705	-2,318	-2,318	0
Green	8	498	1,334	-3,254	-3,254	0
Amber	1	4	40	-150	-150	0
Red	2	786	1,036	-2,843	-2,843	-3,730
<b>Total</b>	<b>12</b>	<b>1,446</b>	<b>3,231</b>	<b>-8,565</b>	<b>-8,565</b>	<b>-3,730</b>

3.2 The tables below show the details of the schemes which are rated as RED at the end of Q4 2018/19.

<b>PROJECT:</b> Dedicated social work and commissioning capacity - Learning Disability			<b>RED</b>
<b>Investment to date</b>	<b>Total project Investment Committed</b>	<b>Savings to date</b>	<b>Total scheme savings anticipated</b>
£786,000	£1,864,000	-£2,018,000 -800,000	-£3,100,000
<p>This project is rated as RED, however, additional savings were made by utilising some of the resource funded by the Transformation Fund to carry out a programme of work to scrutinise requests for annual uplifts for care packages, this has made additional savings of c£800k.</p> <p>With the addition of this amount, the overall saving that the investment has produced would no longer be rated as red.</p>			

<b>PROJECT:</b> Housing Review			<b>RED</b>
<b>Investment to date</b>	<b>Total project Investment Committed</b>	<b>Savings to date</b>	<b>Total scheme savings anticipated</b>
£0	£250,000	-£100,000	-£1,000,000
This project remains rated as RED as there has been no change since the end of Q3. No investment has been drawn down for this project yet, therefore, the status is due to phasing as expected savings are delayed.			

#### 4.0 SUMMARY OF 2018/19 FINANCIAL YEAR ACTIVITY

4.1 The table below summarise the overall investment amount savings for all projects within the 2019/20 financial year.

<b>Total number of Schemes during 2018/19</b>	<b>Investment to Q4 (£000)</b>	<b>Savings / income for the project to Q4 (£000)</b>	<b>Return on investment</b>
16	1,632	-7,223	-6,600

4.2 Overall, there have been 20 additional temporary staff employed for these 16 projects. All of these were to provide dedicated capacity and skills to accelerate the savings.

4.3 The redundancies figures over the last 3 years are:

2016 – 2017	133
2017 – 2018	76
2018 – 2019	113

#### 5.0 ALIGNMENT WITH CORPORATE PRIORITIES

##### 5.1 A good quality of life for everyone

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

##### 5.2 Thriving places for people to live

There are no significant implications for this priority.

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

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

## **6.0 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.

6.1.1 Transformation team resource as at 31<sup>st</sup> March 2019 = 35.19 FTEs

### **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 project.

### **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 projects 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.

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

<b>Source Documents</b>	<b>Location</b>
None	Not applicable