

**TRANSFORMATION FUND MONITORING REPORT QUARTER 1 2019-20**

**To:** General Purposes Committee

**Meeting Date:** 22 October 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 first 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 £19m of investments since the inception of the Transformation Fund in 2016. There is currently £20.7m funding available to allocate to further investments.
- 1.5 Further proposals are being drafted as part of the Councils Business Planning process for 2020/21 budget and will be submitted to GPC for consideration.

## 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>External Funding 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 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  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</li> <li>LAC are placed in the most appropriate placement with the right level of care and support.</li> </ul>
<b>Case reviews of specialist transport provisions C/R.5.009 GREEN</b>	<b>Provide additional capacity within the Social, Education Transport Team to review LAC Transport processes and provision</b>	
<b>Library Service C/R.5.010 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 C/R.5.018  GREEN</b>	Design and create financially sustainable services that manages 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>

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

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

RAG Rating (lifetime of saving)	No. of projects	Investment to Q1 (including prior years) (£000)	Total Investment Committed (including approved future years allocation) (£000)	Forecast savings / income to Q1 (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	110	705	-2,443	-2,818	0
Green	5	784	3,544	-3,658	-6,259	-3,800
Amber	1	4	40	-150	-150	0
Red	0	0	0	0	0	0
<b>Total</b>	<b>7</b>	<b>898</b>	<b>4,289</b>	<b>-6,251</b>	<b>-9,227</b>	<b>-3,800</b>

3.2 There are currently no projects RAG rated as Red from a financial delivery perspective as at the end of Q1 2019/20.

### 4.0 HOUSING RELATED SUPPORT INVESTMENT – UPDATE

4.1 The original Transformation Fund investment bid in December 2017 set out the scope of the Supported Housing Review across Cambridgeshire and Peterborough following consideration of CCC and Peterborough City Council (PCC) investment into housing related support (HRS). This work identified a number of areas to improve the commissioned services to ensure they are efficient, fit for purpose and deliver the best outcomes for our clients.

4.2 The business case related specifically to a review of Cambridgeshire HRS, from which savings have been agreed. Through this work it has been identified that it would be prudent to look at the whole homelessness system and to undertake a thorough needs analysis on the needs of clients and potential clients across Cambridgeshire, as well as research the wider context and opportunities which exist for system change. This will be a foundation stone for the delivery of the Housing Related Support Commissioning Strategy, with the objective of moving resources to support longer term savings and to provide better outcomes for people in the community.

4.3 Work is currently underway to resource independent specialist expertise to undertake the needs analysis and provide greater access to international and national housing information and datasets, in order to inform the new HRS Commissioning Strategy. This represents the first drawdown of investment from the original £250k bid (approximately £50k). The return on investment remains at £1m.

## **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 30 June 2019 = 31.56 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.

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