

TRANSFORMATION FUND MONITORING REPORT QUARTER 2 2018/19

To: General Purposes Committee

Meeting Date: 27 November 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 second 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.

<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Julia Turner	Names:	Councillors Count & Hickford
Post:	Transformation Manager	Post:	Chair/Vice-Chair
Email:	Julia.turner@cambridgeshire.gov.uk	Email:	Steve.Count@cambridgeshire.gov.uk Roger.Hickford@cambridgeshire.gov.uk
Tel:	01223 699051	Tel:	01223 706398

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 in 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 contribute 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 green '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 Q2 (£000)	Total Investment Committed for lifetime of scheme (£000)	Savings / Income to Q2 (£000)	Projected savings / Income to end 18/19 (£000)	Projected total Projected total savings over the five year MTFS (£000)
Green	13	595	2,511	-5,634	-7,371	-8,293
Amber	1	0	40	0	-150	-150
Red	2	354	1,036	-1,837	-2,641	-6,371
Total	16	949	3,587	-7,471	-10,162	-14,814

2.2 EXCEPTIONS

The following tables show details of the schemes which are rated as RED or AMBER in this Quarter:

Scheme: Dedicated social work and commissioning capacity - Learning Disability (LD)			RED
Investment to date	Total scheme Investment Committed	Savings to date	Total scheme savings anticipated
£354,000	£786,000	-£1,737,000	-£3,100,000
<p><i>Service Comments:</i></p> <p>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 LD Locality Teams.</p> <p>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.</p> <p>There are three particular programmes of work that are delivering savings and efficiencies on behalf of the LDP, these are:</p> <ol style="list-style-type: none"> 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 <p>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.</p>			

Scheme: Housing Review			RED
Investment to date	Total scheme Investment Committed	Savings to date	Total scheme savings anticipated
£0	£250,000	-£100,000	-£1,000,000
<p><i>Service Comments:</i></p> <p>An extensive review of initiatives currently funded by the Housing Related Support has been undertaken during May – September 2018, in order to inform recommendations for achievement of the required savings. This needs to take into account any unanticipated consequences of proposed savings, and a Community Impact Assessment (CIA) has been completed for each proposal. Following analysis, a set of proposed savings, with timescales, are being presented to the Joint Commissioning Board on the 29th November for decision.</p> <p>In a linked piece of work, extensive work is underway internally and with partners to consider more innovative solutions to meeting accommodation needs of our most vulnerable clients in the medium to longer term. This work will require cross Council working and the opportunity to build on significant collaborations across District Councils which have been formed, for example, around the Homelessness Trailblazer. A paper considering these opportunities with recommendations to take the work forward, is being considered at Communities and Partnership Committee on 8th November – see attached.</p> <p>The investment of the transformation fund will be an essential part of both of these workstreams. Consideration of how it could be best deployed will be made at both the Joint Commissioning Board and also through the transformation work now underway with partners.</p>			

Scheme: External Funding			AMBER
Investment to date	Total scheme Investment Committed	Savings to date	Total scheme savings anticipated
£0	£40,000	£0	£200,000
<p><i>Service Comments</i></p> <p>This scheme is rated as amber due to phasing, the investment has not been drawn down at as the end of Q2 and therefore the expected savings will be delayed.</p>			

3. OUTCOMES

3.1 The table below shows the current financial year schemes with Transformation Fund investment, their RAG status for this period, Q2 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 Multi Agency Safeguarding Hub (MASH) A/R.6.172			X				X
AMBER	External Funding						X	
GREEN	Support Investment in modernising Social Care Payments	X						
RED	Dedicated social work and commissioning capacity – Learning Disability (LD)		X					
GREEN	Additional capacity in team to conduct financial assessments in Adults	X						
GREEN	Investment in additional upstream Mental Health (MH) social work			X				
RED	Housing Review			X				X
GREEN	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					

--	--	--	--	--	--	--	--	--	--

3.3 Some of the schemes provide benefits across the system, the list below shows the areas identified by Services as potential benefits, although these cannot be quantified in terms of number of financial savings:

- Reducing the amount of hospital admissions
- Supporting discharge from hospital
- Reduction in crisis intervention for mental health preventing the use of Accident and Emergency (A & E)

3.3 Conversely, the dedicated social work and commissioning capacity in LD is likely to have resulted in additional benefits being claimed.

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.

5.1.1 Transformation team resource as at 30th September 2018 = 38.5 Full Time Equivalent posts (FTEs)

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 GUIDANCE

Source Documents	Location
None	