

Decision Maker: Portfolio Holder

Date: 29th September 2020

Decision Type: Non-Urgent Non-Executive Non-Key

Title: UPDATE ON TRANSFORMATION AND GROWTH MITIGATION SAVINGS IN ADULT SERVICES

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Chief Officer: Kim Carey, Interim Director of Adult Social Care Services

Ward: Borough wide

1. Reason for report

- 1.1 To provide an update on the Transformation Programme in Adult Social Care
- 1.2 To note future growth mitigation savings to deliver a balanced budget.

2. RECOMMENDATION(S)

- 2.1 The Portfolio Holder is requested to:
- 2.2 Note that the Adult Care and Health Directorate has efficiency targets to meet as part of the Transformation Programme and with regards to a range of growth mitigation actions.
- 2.3 Note that the total budgeted saving in 2020/ 2021 financial year including both transformation and growth savings is £1.856m as detailed in Appendix 1.
- 2.4 Note the update on current year targets, on future projections and on the steps that are being taken to deliver against future targets.

Corporate Policy

1. Policy Status: Existing policy. Existing Policy Context/Statements
 2. BBB Priority: Supporting Independence.
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Financial

1. Cost of proposal: N/A
 2. Ongoing costs: N/A.
 3. Budget head/performance centre:
 4. Total current budget for this head: £
 5. Source of funding:
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Staff

1. Number of staff (current and additional): N/A
 2. If from existing staff resources, number of staff hours: N/A
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Legal

1. Legal Requirement: Statutory requirement.
 2. Call-in: Call-in is not applicable.
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected):
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? N/A.
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

Current year targets.

- 3.1 From June 2020 both growth mitigation and transformation savings have been reported at the Adult Services Transformation Board.
- 3.2 Appendix 1 shows the position against each of the current year targets as at end July 2020.
- 3.3 The savings targets for 4 of the 9 initiatives have been reduced in the first quarter of the year by an allocation from the COVID-19 budget. These initiatives have all been hampered by restrictions on face to face working and the re deployment of resources to respond to COVID-19 which have delayed the work required.
- 3.4 Of the 9 initiatives 4 are on track as at end July and the overall position is year to date efficiencies of £244k against a revised target of £265k.
- 3.5 Whilst the position at end July 2020 is close to target, the delayed start of initiatives involving enhanced service reviews or (in the case of Shared Lives) the recruitment of new service providers creates a risk of under delivery at year end.
- 3.6 The savings in the current year are primarily about action taken by assessment and care management staff to review packages of care where there are concerns about value for money and high cost.

4. Future Projections From April 2021.

- 4.1 The current agreed Medium Term Financial Strategy (MTFS) includes the following growth mitigation and transformation targets for future years

4.2 Growth Mitigations (£000s)

Item	21/22	22/23	23/24
Controlling Memory And Cognition	-210	-420	-630
Increase Uptake In Shared Lives	-240	-480	-480
Total	-450	-900	-1,110

4.2 Transformation Savings (£000s)

Item	21/22	22/23	23/24
Additional best value targets shared between LD and assessment and care management.	0	-68	-68
Total	0	-68	-68

4.3 The Draft MTFS contains the following additional Transformation Targets (£000s).

Item	21/22	22/23	23/24
Promotion of independence for people who use domiciliary care with lower support levels		-190	-190

Promotion of independence for people who use domiciliary care with lower support levels		-516	-516
Support and care for young disabled people in the transition from school to adult life.	-150	-200	-300
Promotion of independence for people with learning disabilities in Borough	-348	-348	-348
Promotion of independence for people with learning disabilities out of Borough	-434	-434	-434
Total	-932	-1,688	-1,788

4.4 The total of growth mitigation and transformation savings in the current MTFS rises from £0.450m in 21/22 financial year to £1.178m in 23/24

4.5 The new transformation savings in the draft MTFS raise the totals to £1.382m in the 21/22 financial year rising to £2.966m in the 23/24 financial year.

5. Work in progress to support the growth mitigation and transformation savings.

- 5.1 Work is underway across the Adult Services Directorate to support transformation and growth mitigation. Some examples such as 2.12 and 2.15 and 2.16 will support specific initiatives. Others such as those outlined in 2.11 and 2.14 set out to create a sustainable context for strategic development which will support the delivery of good outcomes for residents and sustainable use of resources.
- 5.2 All work to review packages of support and care (for example assessment and support planning for young disabled people and the enhanced review work for older people and working age adults) will be supported by the development of strengths based practice which seeks to promote the independence of the people using social care support and care. This will be supported by the development of a strengths and outcomes based practice framework which is currently being supported by the Social Care Institute for Excellence. The high level framework and the first elements of associated guidance will be published in November 2020. This will be associated with learning and development opportunities for both LBB staff and providers of support and care.
- 5.3 Commissioning work is on-going to support the provision of domiciliary care in a way that better promotes independence. This will result in the recommissioning of all domiciliary care from August 2021. This includes reviewing contract terms, ensuring the specification is clear about expectations of providers and looking at payment schedules that incentivise new ways of working from providers. This work will inform the invitation to tender for domiciliary care which will be released in September 2020.
- 5.4 Work is underway to develop strategic action plans following strategic data analysis work completed in June. This work will support the realisation of strategic goals in the Ageing Well in Bromley, Learning Disability and Mental Health Strategies.
- 5.6 Transformation objectives have been shared with the Social Care Information System team working on the implementation of the new electronic care record in adult and children's services. This involves using new functionality in the system to track progress in relation to promoting individuals' independence, developing new forms and workflows that guide strengths and

outcomes based practice and supporting payment arrangements that incentivise new ways of working.

- 5.7 An officer gateway report is being finalised which proposes the purchase a tool called CareCubed¹. Subject to approval this will aid all assessment and care management staff across adult services to review cost breakdowns and the potential for NHS funding for packages of care and support. This will compliment the development of strengths based practice with a validated tool to support negotiation on cost with support and care providers.
- 5.8 Proposals have been developed to refresh agreements and develop practitioner roles in relation to Section 117, Continuing Healthcare and Joint Funding. This will help ensure that local authority resources are used appropriately, that partnership arrangements with NHS partners are clear and that there is a sustainable balance of investment across the health and social care system in Bromley.

6. SUSTAINABILITY / IMPACT ASSESSMENTS

- 6.1 The transformation savings are being brought forward to ensure a sustainable budget position.

7. POLICY CONSIDERATIONS

- 7.1 None of the transformation savings require policy change

8. COMMISSIONING & PROCUREMENT CONSIDERATIONS

- 8.1 This is an update, so there are no current procurement implications.

¹ <https://iese.org.uk/project/carecubed/>

Appendix 1.

Category	20/21 Target £000	Revised Target * £000	Revised Target YTD £000	Actual YTD £000	Projection £000	Commentary and RAG from savings owner
LD package reviews	481	361	40	53	361	Delay in starting reviews will make full achievement challenging. July update is that in year savings currently achieved total £53k (FYE £78k) New post to be embedded in team. John Harrison.
OT/ MHRA work	295	221	25	0	221	New MHRA resource in place from September will start 5 targeted reviews p. month, total 75 Reviews seeking ave. saving of £3k per annum (£57 per week) Jane Campbell
Strengths Based Reviews	166	125	14	0	125	36 cases (of total 156) identified for enhanced review. Seeking savings of ave £89 per week. Delay in starting reviews will make full achievement challenging. Tricia Wennell
Emergency Placements	74	56	6	0	42	Projection and actual based on estimate – still seeking way of tracking actuals for this target. Tricia Wennell
Preparing for adulthood support	55	55	18	49	55	Actual spending against projected growth of 617 for 2020/2021. Projections have been compared to actuals for August Board. John Harrison
Shared Lives	360	180	20	0	180	Business plan produced for service. New carers recruited. Challenges making/ changing placements and work needed to link to reductions in use of higher cost services. John Harrison
Controlling Memory and Cognition	210	210	70	70	210	Offset by growth in budgets
CCG Joint Commissioning Costs	48	48	16	16	48	In place
Workforce	167	167	56	56	167	Targets met through core staffing budgets.
Totals	1,856	1,423	265	244	1,409	

* The target has been reduced for some of these savings in the first quarter due to delays arising from COVID-19