

Transformation Fund: Breakdown of Spend
Cabinet 18 April 2013

Transformation Fund - Progress report

1. Introduction

1.1 The Transformation Fund was approved by Council in February 2012 at £1.164m as part of the one off funding arising from the council tax freeze grant. An initial allocation of £325k was agreed to fund staff in the Corporate Transformation team, with the balance to be approved by the RTTC Board following the submission of a bid.

2. Current balance

2.1. The position of the fund to date is set out below;

Transformation Fund

	£
Opening balance	1,164,000
 <i>Allocated</i>	
Corporate Transformation Team	325,000
Resourcing – Root and Branch	191,036
Introducing Lean Systems Thinking	100,000
Broadband	140,000
Transport consultant	25,000
Quality of Life survey	10,000
Re-ablement – expand capacity	197,302
Older Person’s Accommodation & Support	100,000
 Total	 <u>1,088,338</u>
 Balance uncommitted	 75,662

2.2 The following paragraphs provide a brief progress report on the use of the funds from the project leads. Use of the Fund is monitored by the Delivery Board.

3. Transformation Team

3.1 The funding allocation for the transformation team, now part of Hoople (project and programme managers, business analysts), has supported the following programmes and projects which have been identified as priorities for the Council:

- Better ways of working (project manager/implementation officers/business analysts)
- Public health transition (project manager)
- Business support review (project manager)
- Agresso self-service (project manager)
- Homecare procurement (project manager)
- S75 agreement with CCG (project manager)

- Information management programme (business analyst)
- Customer organisation programme (programme manager)
- Frameworks improvement (project manager)
- ICT Infrastructure projects (project managers/business analysts)

4. Root and Branch Resourcing

- 4.1 Following an innovative recruitment process to identify skills and experience for the Root and Branch programme, a team of 4/5 people were recruited via the Hoople Agency. The fund was also used to backfill vacancies where internal employees were used for the reviews.
- 4.2 The resources have been used to support delivery of Root and Branch to date and have identified significant savings for delivery in 2013/14 and 2014/15. The fund also additional project management support to the Child's Journey, Ofsted improvement plan and Multi Agency Safeguarding Hub (MASH).

5. Lean Systems Thinking

- 5.1 In May 2012 the Council introduced Lean Systems Thinking into the organisation. In conjunction with Hoople (via the new Lean Academy), it was agreed that resource would be recruited to the Academy to specifically support this aim. The Rising to the Challenge (RttC) programme board agreed to utilise £100k from the transformation fund to support this.
- 5.2 This fund was used to provide external consultancy support and the appointment of a full time LST specialist to support the Root and Branch reviews.

5.3 Lean Redesign - Case Study - Major Adaptations (Disability Facilities Grant)

- 5.3.1 The Home Improvements Agency (HIA) is part of the Private Sector Housing team within the Places & Communities Directorate. Private sector housing has overall responsibility for the management of the Disabled Facilities Grants (DFG) and implements major adaptations to properties occupied by disabled people. The department cannot function without Occupational Therapist (O/T) support and referral as it is a fundamental part of the process; however in this county they are employed by Herefordshire Primary Care Trust (PCT).
- 5.3.2 The objective of the review was to use Lean & Systems Thinking methods to understand the work 'end to end' and from a resident's perspective. This included several organisations and departments:
- 5.3.3 The redesign was undertaken working in partnership with both workforces (Occupational Therapy and Housing Improvement Agency). The staff are confident that the outcomes are achievable and these are supported by the management of both organisations. Work has already started on the implementation planning.
- 5.3.4 This is a **Spend to Save Area**, savings will not be found directly within this team or directorate, but the impact of earlier and quicker responses in terms of adaptations will prevent rising costs in the adult social care budget associated with complex care packages, residential and nursing placements. Significant savings due to this review appear in the Root & Branch financial analysis.
- 5.3.5 The customer experience will also improve significantly. Capability data collated during the review evidenced that the journey from the resident's perspective (initial enquiry to completion) on average took 296 days but it could typically take up to 822 days to complete. This will be a key measure of improvement during the implementation.

6. Broadband

- 6.1 The Transformation Fund is to be used to make the most of the improved Broadband infrastructure in Herefordshire by encouraging more services to be delivered electronically, whilst simultaneously encouraging residents to use the internet to access services. A contract for the infrastructure was signed with BT in December 2012. The commercial roll out in Hereford City is near completion and Ledbury and Leominster have been confirmed to have fibre infrastructure this year.
- 6.2 The **Go-On HERE**fordshire is linked to a national campaign to drive internet use in order to address issues of social isolation, supporting people with household finance, aid learning and a tool to assist health and wellbeing. Also whilst public services become digital by default, the Go-On programme is concerned with ensuring the public is ready to maximise the use of digital services.
- 6.3 The project will be run by a co-ordinator, under the title of Digital Inclusion Officer. This post will run for two year working through the deployment to support more people to use the internet. The focus will be on older people to be more familiar with the technology and maximise its use when more dependent.
- 6.4 There has been minimum spend and outcome to date due to the timing of the recruitment of the lead officer who will now work towards an action plan.

7. Transport and Travel Review

- 7.1 Funding has been used to provide the Council with technical advice and support for the review of transport and travel. This was to provide external expertise, awareness of best practice and approaches which have been successful in other locations and also to add capacity to the officers leading the review.
- 7.2 The advice and support received has been used to support project management, engagement with providers, workshops with commissioners. This informed the review options (56 in total) for change leading to final recommendations. The external consultant is now supporting implementation of the agreed recommendations to achieve the savings target of £1.76m.

8. Quality of Life Survey

- 8.1 This is a large scale residents' survey to provide a statistically robust understanding of the views on aspects of quality of life in Herefordshire and to provide some insight regarding how these vary across the localities.
- 8.2. The survey covered a wide range of topics primarily concerned with experiences of living in the area and (mostly council-provided) services. For example: what things are important and what needs improvement; volunteering, participation and involvement; respect, consideration, anti-social behaviour and community safety; satisfaction with a range of services (e.g. doorstep, recycling, bus services etc), the council overall and other public services.
- 8.3 The Herefordshire Quality of Life survey was a postal survey, sent to around 4,000 randomly selected households across the county and stratified to reduce cost whilst at the same time providing information on views for each of the 9 localities and plus the sub localities Hereford North, South and rural. Outcomes were:
 - Response rate of 33% with 1,346 responses with fieldwork completed by July 2012.
 - Reports produced: headline, localities, full (including analysis of views by rurality and age) reports produced and published.
 - Headlines presented at senior management team, leadership team, health and well-being board and other groups. Thematic analysis done for root and branch review areas to inform priorities and savings proposals. Information used to inform 'your community, your say' qualitative research in the autumn, including conversations with communities and parish councillors.

9. Re-ablement

- 9.1 The re-ablement project is an invest to save project. Currently a high proportion of patients are being placed into long-term care services without the support of a personalised re-ablement approach that promotes independent living.
- 9.3 The additional investment funding is to be used to further develop the re-ablement function within Neighbourhood Teams. At present efficiencies and associated benefits are not being effectively realised due to lack of resource and co-ordination of the customer journey this is contributing to unnecessary or higher cost care packages for service users.
- 9.4 This will also enhance Case Co-ordination and re-ablement capacity in the Teams, supporting a more efficient process by enabling team managers to provide a re-ablement service that can be monitored and measured by Care Co-ordinators and administrators aimed at enabling service users to gain independence.
- 9.5 Implementation of this proposal will also deliver benefits to service users including increased access to re-ablement programmes, improved independence and well-being and increased service user satisfaction.
- 9.6 The re-ablement project was granted £197,302, in the main for additional staffing to support the re-ablement process. To date the recruitment process has proved to be difficult and has caused delays to the project. This funding was pass-ported to Wye Valley Trust under a section 75 agreement, to provide this additional resource. Under this agreement £102,231 of this £197,302 funding has been underspent due to the slippage in recruitment as at the end of March.

A request will be made to place the final underspend into a reserve fund during the closedown of 2012/13 accounts. This money can then be utilised so that the project delivers the required outcomes and savings in the next financial year.

10 Older Person's Accommodation and Support

- 10.1 Funding has been agreed for a project manager to implement changes to older person's accommodation and support. Key tasks are to:
- Launch the action plan with Peter Fletcher through seminar/workshops (draft format of the event has been established)
 - Take forward workshops with existing Registered Social Landlords and providers of sheltered housing to discuss remodelling etc. (draft format of the event has been established)
 - Finalise the draft action plan with the existing steering group members and co-ordinate the establishment of task and finish groups for the various projects, whilst ensuring that the actions correlate with The Strategic Delivery Plan for Transforming Adult Services.
- 10.2 Extra care provision has already been identified and work has commenced to take forward potential sites across Hereford city. Initial discussions have taken place between directorates to ensure that resources are focussed when needed in terms of initial assessments for households moving from residential care and appropriate attendance on steering groups to maximise the benefits to be realised.
- 10.3 Very little of the £100k has been spent so far.