

Non-key Decision Committee Report



PURPOSE: Non-key decision update report

COMMITTEE: Strategy and Resources Committee

DATE: 16 September 2024

TITLE: Transformation Programme Quarterly Update

Officer presenting the report: Vanessa Wilson **Job title:** Transformation Portfolio Director

Committee Chair: Cllr Tony Dyer

Executive Director lead: Paul Martin: Chief Executive Officer

1. Purpose of Report:

To brief the Strategy & Resources Committee (SRC) on an update on the 'Top 4' Council Transformation programmes: Adult Social Care, Our Families (Children and Education), Property and Tackling Homelessness. This report will not provide an update against the 5th programme Safety Valve/Dedicated Schools Grant Management plan.

2. Evidence Base / Context

This report provides background and the current status of each of the programmes as of June 2024.

3. Key points of note and focus:

3.1. Background

The council must deliver the planned savings, capital receipts and contain spend in line with the budget as approved by Full Council February 2023 and 2024. As cost and demand of services comprises council's

General Fund spend, it is imperative that services develop sustainable models that builds upon community assets and improves outcomes, manages demand within a sustainable budget.

Top 4 Transformation Programmes Cabinet Report June 2023 approved to spend of up to £21.4m, to support the delivery of the four major transformation programmes. Within the £21.4m value, £7.4m has been previously agreed and specifically earmarked to the relevant programme or service areas in the 23/24 budget and up to £14.0m will be designated from within corporate held resources for 2023/24 and beyond.

3.2. Adult Social Care (ASC) Programme

Primary goal to ensure that people get the right help at the right time to promote and maintain their independence and to reduce or delay the need for long term support. Like many local authorities in England, the council faces financial challenges in responding to post- pandemic need, inflation and the cost-of-living crisis. The programme brings together all change activity within the ASC division, and building upon the progress and learning so far, will ensure strategic alignment and a single view of the benefits, risks and issues. The programme will review, develop and transform the way we work to maximise the use of resources to achieve outcomes for those who draw upon ASC services. Workstreams have been designed to coordinate the activities necessary across ASC and with partners to jointly implement the programme objectives.

3.3. Our Families Programme

Primary focus of designing effective services with, and for, children, young people and families and efficiency of delivery will improve as a result through a whole system change. There is a systemic relationship between the programme areas because greater stability will not be achieved by focusing on one area alone. The programme aims to redesign Children and Education to provide long-term

sustainability.

3.4. Property Programme

Primary focus to deliver both revenue and capital receipts through Council Estate review and disposals, office rationalisation, Temple Street refurbishment and commercial let, corporate catering review and implementation of a Corporate Landlord function and Asset Management system.

3.5 Tackling Homelessness Programme

Aims to reduce overspend on the subsidy loss budget, by addressing both the supply of lower cost Temporary Accommodation (TA), and first stabilising and then reducing the demand for TA Placements. The programme will increase the TA supply of accommodation by: buying a number of properties for use as TA and General Needs housing; by exploring, and, if viable, setting up and implementing a council-owned Registered Provider (RP) to provide additional and alternative supported exempt accommodation; and by leasing modular homes on small pockets of council owned land. The programme will stabilise and reduce demand for TA by re-designing the Housing Options service operating model, making a number of improvements to increase our success in preventing homelessness, moving people on from temporary accommodation, and increasing access to the private rented sector.

Appendix A provides background information on each of the Top 4 programmes.

4. Current Status

At Corporate Leadership Board (CLB) 30 April 2024 the Top 4 programmes were re-baselined, agreeing the 24/25 funding and savings envelope for each and setting appropriate tolerances to then manage within.

The financial programme re-baselining is outlined in the key decision report.

A more detailed report on funding and financial status of the programmes, including return on investment, is going to Strategy and Resources Committee on 14 October 24.

These programmes are now managing by exception. Therefore, they will return to Corporate Leadership Board if a tolerance is at risk of being breached. Otherwise, they will be governed under their relevant programme boards.

Quarterly update reports on specific programmes will be taken to their respective Committee meetings:

- Tackling Homelessness and Property Programme are due at their committees September 24.
- Adults Social Care and Children & Education Our Families are due at their committees October 24.

4.1 Adult Social Care Programme

The programme is committed to deliver £6.467m of recurring savings for 24/25 with a further stretch being investigated of £1.645m as outlined at CLB.

Key deliverables to date:

- 4.1.1. A single commissioning framework for the purchasing and provision of the majority of Adult Social Care long term care services and continued use of existing framework agreements where required for 6-12 months as approved at Cabinet 5 September 2023 Key Decision Report.
- 4.1.2. Closure of Concord Lodge by March 2024 and the transfer of the building to the Property Programme for disposal consideration as approved at Cabinet 5 September 2023 Key Decision

Report.

- 4.1.3. Completed the first user testing of Public Referral form at the Front Door.
- 4.1.4. The development of a co-designed steering group for Bristol Community Links.
- 4.1.5. New prioritisation process in place for people waiting.
- 4.1.6. Numbers of people waiting for Care Assessments reduced.
- 4.1.7. Number of people waiting more than 12 months for a review reduced.
- 4.1.8. 268 Technology Enabled Care installations.
- 4.1.9. New Transitions Forum up and running.
- 4.1.10. Social workers and Occupational Therapists pay uplift introduced in April 24 to align to market rates. Target Operating Model Design complete, now planning implementation.

Key decisions coming up:

- 4.1.11. Future Target Operating Model
- 4.1.12. Technology Enabled Care charges – Adult Social Care Committee in October 24

4.2. Our Families Programme

The programme is committed to deliver £6.205m of recurring savings between 24/25 as set out in Budget 23/24 and 24/25. A commitment to deliver £14.088m between 23/24 to 27/28 (including invest to save schemes).

The programme is currently forecasting a delivery of £4m (including mitigations) of the £6.2m target in 24/25. As such, the Our Families Programme is reporting in exception against the commitment to delivery Home to School Travel (HTST) savings due to rapidly increasing demand and pressure on the service. It is proposed to re-profile HTST savings over coming years and identify alternative mitigations in order to bridge the savings gap for 24/25.

Our Families programme to be reshaped considering a recent Health Check with a refreshed approach that ensures delivery of MTFP savings, developing a stronger emphasis on demand prevention, early intervention and help in social work. Propose revised governance that enables overview of savings and change delivery within Children's and Education activity.

Key updates include:

- 4.2.1 A phased service restructure across Children and Education started in April 24 and will be completed by February 25. Phase 1 to 3 completed.
- 4.2.2 Systemic Practice Hub in place December 23.
- 4.2.3 Recruitment of 15 Social Workers from abroad – in post between May and September 24 a key part for long-term sustainability of recruitment and retention of social workers.
- 4.2.4 Social workers pay uplift introduced in April 24 to align to market rates.
- 4.2.5 HTST Pre 16 and post 16 policies delivered – Pre 16 with effect from September 24, Post-16 from September 25 to allow sufficient consultation and avoid risk of legal challenge.
- 4.2.6 Invest to Save Children Homes Sufficiency Capital programme Mandate approved at Capital Investment Board (CIB) April 24. Provision of nine new schemes.
- 4.2.7 Invest to Save Fostering Sufficiency (Extension and Adaption Grant Scheme) Capital programme Mandate approved at CIB April 24.
- 4.2.8 Continued delivery of re-profiling of children's homes. All schemes to be completed by March 25.

Key decisions coming up:

- 4.2.9 Approval to re-profile HTST savings at Delivery Executive August 24.
- 4.2.10 Approval of the re-shaped full business case for Our Families programme at CLB August 24.

4.2.11 Fostering Sufficiency Extension and Adaption Grant Scheme pilot at CIB August 24.

4.2.12 Approval of Children's Homes Sufficiency Capital programme at Children Young People Committee in October 24.

4.3 Property Programme

The programme is committed to deliver £1.248m of recurring revenue savings, £749k of one-off savings, and £21.6m of capital receipts in 2024/25 as set at Corporate Leadership Board (CLB) on 14 May 2024.

The Corporate Landlord Model implementation is a significant change in how the organisation maximises the use and efficient running of its properties. The key updates for this project are:

4.3.1 Corporate Leadership Board (CLB) endorsed the implementation of Corporate Landlord model in January 2024 and work has progressed since then to identify budgets and roles that would be in scope of a centralised service model.

4.3.2 In April 2024, Executive Directors agreed in principle to the budgets and people identified to transfer from their directorates (pending production of Service Level Agreements)

4.3.3 Savings plans are developed but will be realised in 2025-2026 due to dependencies.

4.3.4 A phased service restructure will occur over the next 9-12 months.

4.3.5 The next steps involve completing budget virements, people transfers, and finalising the service restructure.

In-year Savings:

4.3.6 The Office Rationalisation and Disposals projects work to date generated £1.002m savings/income in 2022/23, £398k in 2023/24, and confirmed £312k so far 2024/25 with a further £128k expected.

4.3.7 The 100 Temple Street Fit Out project is expected to generate £700k income in 2024-25 through

the leasing of several areas of the building to the NHS. The NHS tenants will occupy their new spaces in the summer of 2024 following extensive capital works to their space. Additional works including a new shared reception area, improvements to other leasable space, and improved accessible ramp outside the building continue through the year.

Other noteworthy items:

- 4.3.8 The Hard FM supplier aims to launch its procurement exercise to the market in September 2024, with the aims to have the new supplier onboarded by May 2025.
- 4.3.9 The IT for Corporate Landlord (including asset management) solution aims to launch its procurement exercise to the market in October 2025 to support the model in 2025. This project will have a decision report for the S&R Committee in Autumn 2024 to clarify previous decisions.
- 4.3.10 The Corporate Catering and Cafes project aims to launch its procurement exercise in late July / August using a competitive dialogue approach in order to best work with the industry.
- 4.3.11 The Bottle Yard studios review is on the decision pathway for the S&R Committee in August for delegated authority over any decisions to be made following the review.

4.4 Tackling Homelessness Programme

The programme will contribute to delivering the following long-term vision: A service focused on Homelessness Prevention that works collaboratively with the wider homelessness sector, increases access to private rented accommodation, and maintains a balanced budget, making Bristol a city where rough sleeping is rare, brief, and non-recurrent, and any stay in Temporary Accommodation is short, safe, and secure.

Key updates for this programme:

- 4.4.1 The programme delivered MTFP savings of £1,837,848 in 23/24.
- 4.4.2 The Emergency Accommodation Framework has been re-commissioned, with better controls around pricing and quality of service.
- 4.4.3 24 flats have been leased from the Hospital Trust, refurbished, and let as temporary accommodation.
- 4.4.4 Two procurement frameworks have been set up to enable Registered Providers to deliver supported accommodation.
- 4.4.5 An independent report has been commissioned to complete an options appraisal on how to get the best value supported temporary accommodation, and to explore the setting up of a council-owned registered provider as one of the options.
- 4.4.6 An independent report was commissioned to experts in homelessness to review the Housing Options service - recommendations fed into projects including increasing access to the private rented sector, and a service redesign that will optimise early support and triage processes.

Actions to deliver over the coming months:

- 4.4.7 Recommendations of the commissioned options appraisal report to be developed into a full business case, including the option of setting up a council-owned registered provider - this is to be brought to Strategy and Resources Committee in December.
- 4.4.8 Service redesign and recruitment will take place.
- 4.4.9 Consultation on whether to extend a pilot allocating a number of General Needs homes for use as temporary accommodation - consultation is live from 20 August to 1 October, and the outcome and recommendation will be brought to Homes and Housing Delivery Committee in

December.

4.4.10 A pilot of leasing small areas of council land to a modular construction company who will lease us 6 units for use as temporary accommodation is starting to deliver on site.

4.4.11 Acquisitions programme continues, to provide additional homes for use as TA.

5. Officer Recommendations:

That the Committee for Strategy and Resources notes the background update report on the 'Top 4' Transformation Programmes.

6. Corporate Strategy alignment: Briefly outline how this aligns to the Corporate Strategy.

6.1 Children and Young People - A city where every child belongs and every child gets the best start in life, whatever circumstances they were born into. Children and young people are supported by the city, their community, and the council to have the best possible start in life. They can reach their full potential and are kept safe from and supported to overcome violence, abuse, and other adverse childhood experiences, whatever the circumstances of their birth.

6.2 Health, Care and Wellbeing - Tackle health inequalities to help people stay healthier and happier throughout their lives.

6.3 Homes and Communities - Healthy, resilient and inclusive neighbourhoods with fair access to decent, affordable homes.

6.4 Effective Development Organisation - From city government to city governance: creating a focused council that empowers individuals, communities, and partners to flourish and lead. Make sure that we are financially competent and resilient, offering good value for money. Take safe but proportionate approaches to risk, performance, project, and contract management. Enable effective

democratic decision-making and scrutiny.

7. City Benefits:

- 7.1 Financially stable corporate position, whilst developing sustainable models and services that builds upon community assets and improves outcomes for our people of Bristol.
- 7.2 The provision of good quality, inclusive services that meet people's identified needs, will contribute to equality of opportunity in supporting children, young people, families, older and disabled people to live independently.
- 7.3 Develop local services and housing capacity to enable people to receive the care and support they need in their own homes/communities.
- 7.4 Maximise the benefit of generalist, community-level services to allow people to live meaningful lives in their localities and avoid institutional services.
- 7.5 Build upon the rich and diverse assets of the city and help develop individual and community resilience.
- 7.6 A centralised 'One Council' approach to the management of property assets will help to maximise the use and efficiency of running the properties that we retain. A better understanding of the office, depot, operational, and investment estates so that we can make better informed decisions on the use / disposal of property assets.

8. Consultation Details:

- 8.1 Consultation for Top 4 Transformation Programmes Cabinet Report June 2023.
- 8.2 Each of the programmes undertake individual consultation on any key changes to strategies, policies, commissioning etc.
- 8.3 Each programme will bring independent Reports seeking decisions to their relevant Committee.

9. Background Documents:

[Adult Social Care Review of Concord Lodge: Cabinet 5 September 2023 Key Decision Report.](#)

[Single Commissioning Framework: Cabinet 5 September 2023 Key Decision Report.](#)

[Top 4 Transformation Programmes Cabinet Report June 2023](#)

[BCC Budget Report 24/25](#)

APPENDICES

Appendix A – Further essential background information and detail	YES
Top 4 Programmes – Background Information	