



Transformation Portfolio Update

OSM 4th December 2023



Purpose

To provide OSM with an overview update of the transformation portfolio of the “Top 4” programmes underway across the Council.

Context

- Austerity, COVID-19 legacy and the cost of living crisis.
 - Substantial financial challenge.
 - Unsustainable demand for some council services.
 - One-off budget mitigations from reserves.
 - £37m savings in 23/24 and with additional risks and budget pressures.
 - Significant financial challenge with Dedicated Schools Grant (DSG).
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Developing the Top 4 Transformation Programmes

- Three key areas of the council services require intense focus, mitigating and managing demand pressures:
 - Adult Social Care
 - Children's and Education
 - Temporary Accommodation
 - Reviewing our property estate to support future ways of working and generate receipts.
 - Four programmes account for 62% of the £37m 2023-24 General Fund savings.
 - June 2023 Cabinet investment approval
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Adult Social care Programme Overview

Adult Social Care (ASC) Transformation Programme	
Sponsor & Lead Director:	Hugh Evans
Programme Description:	The programme will develop a sustainable model of care that builds upon community assets and improves outcomes whilst delivering within budget as part of a financially stable corporate position.
23/24 Savings Target:	£10.8m
Total Savings Target:	£14.8m
Engaged 3 rd Party:	Peopletoo

PROGRAMME NAME: Adult Social Care Transformation

SPONSOR: Hugh Evans

Programme Overview:

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 Transformation Programme objectives :

1. Meeting people's care and support needs (Managing Demand)
2. Meeting people's need for care and support (Managing Supply)
3. In-house service redesign

During June to August 2023, Peopletoo carried out a review of Bristol City Council's Adult Social Care to measure current performance (phase one) and develop proposals to reduce the Purchasing Budget overspend (phase two).

The diagnostic report recommends the following:

- Clearly defined and co-designed Adult Social Care Vision
- Establish a workforce with the right mix of skills, access to training opportunities and expertise to deliver the vision.
- Adapt processes to enable concise recording.
- Use data and insights available to take an evidenced based approach to decision making and inform future planning for services.
- Ensure practice and policies support the approach so that employees feel comfortable making changes to their ways of working.
- Produce a communications plan
- Tactical in-year opportunities to save money against the adult social care purchasing budget.

Key Achievements 23/24:

- Enabled people to access a home of their own as an alternative to supported accommodation.
- New roster IT system implemented in Reablement service, to improve efficiency and reporting accuracy.
- New joint project underway with Children and Education service to improve transition from children's social care to adult social care.
- Improved processes in place to monitor and control spend.
- Ongoing reviews of care and support plans
- Single Commissioning Framework on track for procurement in Autumn
- Specialist team fully recruited and in place to negotiate with providers to reduced cost of commissioned placements delivering savings.
- Joint Technology Enabled Care Project.
- Consultations with service users and their families, staff and wider stakeholders have been undertaken for key in-house services.
- East Bristol Intermediate Care Centre has closed.
- Ability to take debt repayments over the phone delivered.

Key Challenges:

- After more than a decade of austerity, the COVID-19 pandemic has accelerated the already increasing demand for social care services.
- More people are experiencing multiple forms of disadvantage, and this is increasingly making the delivery of care and support more complex.
- At the same time the average cost of care services has increased due to inflationary pressures, shortfalls in service supply, and workforce challenges.
- Demographically, Bristol is the fastest growing core city in England and Wales. Almost a fifth of the population is disabled (as defined in the Equality Act (2010)), and hence potential recipients of ASC services and support
- Adult Social Care in Bristol continues to experience significant budget pressures. The most notable element of this is an overspend on core ASC purchasing budgets, which is primarily spent on services from external providers of care and support for Bristol's most vulnerable citizens.
- Bristol City Council spent 11.5% more than the average local authority on adult social care in 2021/22

Our Families Programme Overview

Our Families Programme	
Sponsor & Lead Director:	Stephen Peacock*; Vanessa Wilson
Programme Description:	The programme will design effective services with, and for, children, young people and families; and efficiency of delivery will improve as a result through a whole system change.
23/24 Savings Target:	£3.8m
Total Savings Target:	£10.7m
Engaged 3 rd Party:	PWC (limited to Home to School Travel only)

*Pending start of new Executive Director: Children and Education – Feb 2024

PROGRAMME NAME: Our Families

SPONSOR: Stephen Peacock*

Programme Overview:

The urgency of Children and Education transformation programme known as 'Our Families' correlates to the current improvements required now and in the long-term, the financial position, delivering our statutory duties, performance, increasing demands on services and long-term sustainability of the directorate.

The programme will design 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 of focus and deliverables because greater stability will not be achieved by focusing on one area alone. There are three angles from which we are approaching the challenge:

- DEMAND – tackling the number of children, young people and families that need our support and reducing the level of cost and need through alternative models and initiatives.
- SUPPLY – how we organise our resources and commission to respond to that demand and, within that.
- WORKFORCE – how we organise and support our staff to deliver the most effective and timely response to children, young people and families.

Key Programme Outcomes:

- Delivered sustainable, long-term improvements to our services.
- Secured better value for money.
- Resources are deployed efficiently and effectively.
- Developed more effective working relationships
- Strengthened the capacity and capability of our workforce.

Key Achievements 23/24:

- Funding award from the Department for Education and progress on the Dedicated Schools Grant High Needs Block Plan
- Three Family Hubs opened
- Foster Carer recruitment campaign launched
- Home to school Travel policy, Independent travel and EV Fleet, Process Redesign started
- Commissioned recruitment of internal social workers to help address challenges for recruiting social workers
- The planning for specialist education provision underway
- Transitions project with Adult Social Care, Children & Families and SEND underway.
- Supported Housing Pathway and Childrens homes sufficiency
- Consultation phase 1 Operating Model commenced
- EHCP redesign underway

Key Challenges:

- Children and Education services are operating in a complex and challenging environment, balancing the tension between delivering essential improvements and savings delivery.
- The General Fund is currently forecasting a risk adjusted overspend of £12.1m, 2.5%, on the approved budget of £483.5m as outlined at Cabinet 5th September Finance Exception Report. This reflects a deterioration of £12.1m in the period. Children and Education account for this new pressure.
- The Dedicated Schools Grant (DSG) revised budget forecasting an £18.7m (4.1%) in-year deficit driven by High Needs spend increases in EHCP assessments and need. This in-year forecast overspends, when combined with the prior year's carried forward deficit of £39.7m, brings the forecast total accumulated carried forward in to 2024/25 deficit £58.3m.
- Key challenges of our current financial pressures align to the national challenges and are associated with workforce recruitment and retention; cost of placements of children, young people; lack of local provision; home to school travel and education health care plans.

Property Programme Overview

Property Programme

Sponsor & Lead Director:	John Smith; Peter Anderson
Programme Description:	The programme will deliver revenue savings and capital receipts* by reducing its property estate and maximising utilisation of retained sites. The programme will also implement a corporate landlord model to enable sustainable management of the estate long term.
23/24 Savings Target:	£3.2m
Total Savings Target:	No new savings committed beyond 23/24
Engaged 3 rd Party:	JLL and Inner Circle

*Note generated through the capital disposal programme.

PROGRAMME NAME: Property

SPONSOR: John Smith

Programme Overview:

The programme is required to deliver a total £4m of revenue savings and £36m of capital receipts in 23/24. It aims to achieve this by progressing the following workstreams:

- Estate review and disposals
- Office Rationalisation
- Temple Street Refurbishment and Commercial let
- Corporate Catering review
- Corporate Landlord function
- Asset Management System

This programme will benefit the city in the following ways:

- **Estate Review, Disposals, & Investment in Retained Assets:** A smaller and more efficient office, depot, operational, and investment estate where we have the right amount and right quality of properties to serve the required purpose, while disposing of properties that are deemed surplus to requirements to achieve financial benefits for the organisation.
- **Corporate Landlord Function:** 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.

Key Achievements 23/24:

- Cabinet has approved asset disposals to enable the Council to meet the capital receipts target in-year; a delivery plan is in place and transactions due to complete by March 24.
- Office rationalisation underway; staff moved from Temple Street to City Hall and 2 additional sites vacated

Key Challenges:

- Property market – sale prices dependent on the market at that time
- Tension of revenue vs. capital receipt – there may be sites/properties that could achieve savings in other areas of the Council e.g. for TA, Childrens, Adults – this will make meeting the disposals target more challenging for Property, but may achieve higher revenue savings for the organisation in other places
- Systems and current data inhibit ability to find relevant budgets for sites and cash savings quickly – Corporate Landlord work (incl. system changes, people and process changes) will help but will take time
- There are inherent risks in maintaining void properties, with costs for managing that risk and financial implications if the risk is not managed; these risks will increase the longer we retain properties.

Temporary Accommodation Programme Overview

Temporary Accommodation Programme	
Sponsor & Lead Director:	John Smith; Donald Graham
Programme Description:	The programme will address subsidy loss caused by the increase in homelessness
23/24 Savings Target:	£1.9m
Total Programme Savings Target:	£2.76m
Engaged 3 rd Party:	None engaged.

PROJECT NAME: Temporary Accommodation

SPONSOR: John Smith

Programme Overview:

Our project goal is to reduce the Housing Benefit subsidy loss which is the main cost to the council from Temporary Accommodation, by providing more Council-owned TA, and increasing the amount of supported exempt accommodation available.

Our key outcomes are:

- Cashable savings of £2.76m, of which £1.9m is committed for delivery in 23/24
- A more stable portfolio of TA, so that costs can be more easily controlled
- More supported housing.
- Medium term plan to significantly reduce subsidy loss for TA

This project will benefit the city in the following ways:

1. Reduction in subsidy loss will enable a balanced budget, contributing to the financial sustainability of the council
2. An increase in supported housing from Registered Providers will mean that more people are placed in accommodation that meets their support needs
3. More suitable temporary and emergency accommodation for those who need it, with less reliance on the use of hotels

Key Achievements 23/24:

- **Two procurement frameworks are now live, to enable more supported accommodation provision from Registered Providers**
- **Refurbishment of flats leased from the Hospital Trust for use as Temporary Accommodation**
- **Increased number of direct lettings with private landlords for use as TA**
- **8 homes for homelessness reduction opened on Derby Street in October 2023**

Key Challenges:

- **Barton House:** We will need to consider the implications of the recent Barton House incident
- The national demand for Temporary Accommodation (TA) has increased significantly
- In Bristol, demand has continued to grow and has increased 87% since Covid.
- Due to a lack of affordable housing, much of temporary accommodation is secured via expensive spot purchased accommodation from the private rental sector.
- The annual TA subsidy loss for 2023/24 is estimated to total around c.£13m, generating an ongoing budget pressure of at least £5m, with a risk that demand will increase.
- Recent announcement on LHA increase positive – but there is no change to the TA subsidy loss rate

Portfolio Assurance

Top 4 Transformation Portfolio Assurance Commission

Sponsor & Lead Director:	Stephen Peacock; Steph Griffin
Description:	Provide external assurance on our transformation and savings delivery approach.
Engaged 3 rd Party:	PWC

Transformation Programme Scrutiny

Transformation Programme	Scrutiny Commission	Date of Attendance
Our Families	People	Standing Item, last attended 27 th September 2023
ASC Transformation	People	Standing Item, last attended 27 th September 2023
Temporary Accommodation	Communities	Noted on Work Programme
Property	Growth and Regeneration	Noted on Work Programme