

# Nottingham City Council Delegated Decision



**Nottingham**  
**City Council**

**Reference Number:**

5150

**Author:**

Richard Groves

**Department:**

People

**Contact:**

Richard Groves

(Job Title: Service Provision Manager, Email: richard.groves@nottinghamcity.gov.uk, Phone: 07908136524)

**Subject:**

Recruit external agencies to continue delivery of Strength Based Review Workstream as part of the Adults Transformation Programme.

**Total Value:**

£700,000 (Type: Revenue)

**Decision Being Taken:**

This decision seeks to approval to utilise £700,000 to ensure the timely completion of 1,600 planned reviews in Adult Social care, to meet statutory duties and mitigate under achievement of 23/24 savings in other projects, through an extension to the Strength based review project. the budget was agreed as part of the 2024/25 council budget.

**Reasons for the Decision(s)**

**As part of balanced Transformation programme, a Strengths Based Reviews project to review 4,000 non-residential care packages was agreed in 2021, to be delivered over a two-year period. As at March 2024, the project has completed 3,450 reviews and saved £2.755m gross incrementally by using two external agencies, at a cost of £1.49m. The costs have largely been met with MSIF funding. The agencies have used a mixture of Social Workers and Occupational Therapists to carry out overdue care needs reviews. The use of OTs has particularly brought about improvements to the review process, significantly improving outcomes for citizens and increasing their independence. (See appendices, Table 1 - Gross Incremental Savings 2021 -2024).**

**This use of external agencies was necessary due to a lack of capacity of in-house assessors, where historically high numbers of citizens had not had a statutory annual review, for several years in some cases. As such the Adult Social Care restructure, a different transformation activity, will need to consider how to deliver a sustainable planned review function in future years so that external agencies will not be needed.**

**Previous ended phases of activity resulted in 18.4% of reviews reducing and 11.1% increasing. The project will continue to assume that savings are counted independently as activity that would otherwise not have taken place. The 12% increase would not be counted in transformation savings, rather factoring as growth in care purchasing as presenting unmet need. Where acceleration of review identifies unmet need that increases some peoples support, timely intervention in strength-based approach will mitigate long term additional costs of crisis intervention and care breakdown.**

**A separate transformation project - Strengths Based Practice - will focus on the development of strengths-based practice with our internal workforce.**

**Transformation Context**

**There are links between both Practice and Reviews projects; Through the alternative Strengths-based Practice project we will:**

- reduce the numbers of new citizens into Adult Social Care through effective preventative approach.**
- reduce the overall package of care for new citizens through an exploration of alternative ways to meet needs, such as using technology, equipment and adaptations, family, friends and neighbours, support from the community and support provided through universal services.**

**Savings delivered through the Practice project relate to new citizens.**

**A review of existing citizens is how savings are delivered through the Reviews project (this decision).**

**It is important to note that it is not always possible to optimise support at the first contact with a citizen, due to some needs being presented in crisis; whilst savings delivered through Reviews will reduce as practice improves, there will always be opportunities to optimise support through the review process at a point where a person's needs will have stabilised, where a holistic review of how needs can be met will promote greater independence.**

- No other transformation project is currently or is proposing to review the care and support needs of citizens with existing community-based packages of care.**
- There are currently 742 citizens with a planned review due now or due to start by 1st July 2024.**
- There are a further 1828 citizens with planned reviews due to be completed by the end of March 2025.**

**If funding to complete reviewing activity with external agencies as part of this project is not agreed, these planned reviews will not be completed and therefore these savings will not be realised.**

### **Decision**

**In order to mitigate a £3.205m under-delivery across the Adults' Transformation programme for 2023/24, a proposal was agreed at Transformation Change & Oversight Board (TCOB) in March 2024, to deliver new savings through an extension of the strength-based reviews project.**

**Following initial scoping, the project identifies that £2.544m of incremental savings mitigation can be achieved by this project across the MTFP. The cost associated with this activity was forecast to be £0.855m. (See appendices, Table 2 - Target for Mitigation to be Achieved by SBR Extension - Agreed at TCOB).**

**Within this decision, we are requesting £0.700m of the agreed £0.855m to allocate work to agency providers. With this funding we estimate we will be able to produce £1.297m of the above £2.544m in incremental savings. (See appendices, Table 3 - Forecast Mitigation Savings Achievable with this DD).**

**£0.939m of the remaining £1.248m required will be achieved by a further piece of strength-based reviews work for which we are not requesting any funding via this DDM. This work will see the existing Community Review Team beginning to complete planned, strength-based reviews and reassessment as a means of upskilling the team. Incoming unplanned reviews and reassessments that Community Review currently complete, which do not produce savings, will be allocated across the three groups making up the Strength-based Review Team. In combination, these two work streams will achieve £2.236m in incremental savings across the MTFP. (See appendices, Table 4 - Forecast Mitigation Savings Achievable with this DDM in Combination with internal workstream).**

**The forecasted £0.309m under-delivery will be mitigated by further activity paid for by available funds not sought as part of this decision once assurance of agency and internal activity is quantified and requiring an additional decision proposal. Additional funding and proportions of activity split between internal and external resource will be informed by the delivery and outputs of this phase of work.**

**We will be prioritising first reviews post entry into the service following a crisis (e.g., hospital admission, change in circumstances) to capture savings after a period of stabilisation. This should yield the greatest cost benefit.**

**Full breakdown of benefit and cost is provided in the appendices, tables A, B and C**

## Other Options Considered:

The 'do nothing' option has been rejected as Adult Social Care does not have current capacity to complete planned reviews due to the Level of unplanned work received. While this project's aim and scope is savings mitigation, it is understood that the project team will be able to provide Adults Social Care with recommendations about its reviewing capacity going forward.

It should be noted that the waiting list for reviews has been considerable because of a lack of capacity within the Community Review Team. Further transformation projects are underway:

- . Reviewing all the assessment functions which will include how we stop increasing waiting times for reviews once the project has ended.
- . Colleagues from the Community Review Team will conduct strengths-based reviews internally to enhance in-house practices. Performance will be measured through processes defined within the strength-based review team to drive efficiency and challenge culture.
- . Commencing with this proposed phase of activity; the Strengths-Based Practice project will train and support our staff to carry out strengths-based reviews independently, reducing dependence on external assistance in the future.
- . Where internal capacity to complete reviews is likely to remain a risk after this project, intelligence gathered in this phase of activity will inform recommendations regarding future reviewing activity, identified by September, and shared with senior leadership for consideration and decision. The current reviewing team will not be sufficient to carry out reviews at this scale. Decisions around capacity, statutory responsibilities and council priorities will need to be taken in respect of reductions in the adult's workforce, proposed through duties and powers work and agreed by Council as part of the Medium-Term Financial Plan, and the associated proposed restructure of adult services captured in theme 2 of the Adults single integrated transformation plan.

<b>Background Papers:</b>	None
<b>Published Works:</b>	None
<b>Affected Wards:</b>	Citywide
<b>Colleague / Councillor Interests:</b>	None.
<b>Consultations:</b>	Those not consulted are not directly affected by the decision.
<b>Crime and Disorder Implications:</b>	None
<b>Equality:</b>	EIA not required. Reasons: Decision does not represent a change in policy, service or function.
<b>Social Value Considerations:</b>	Decision supports community resilience, enabling individuals to become more independent, strengthening social and community networking and participation. this decision supports participation in voluntary activity and networks.
<b>Decision Type:</b>	Portfolio Holder
<b>Subject to Call In:</b>	Yes
<b>Call In Expiry date:</b>	02/08/2024
<b>Advice Sought:</b>	Legal, Finance, Procurement
<b>Commissioner Comments:</b>	This activity is factored into the MTFP and the proposal is to enact decisions that have already been made. Ensuring that reviews are timely and undertaken in line with best practice is important, therefore proceeding at pace with the agreed actions is supported. (25/07/2024)

**Legal Advice:**

**This report seeks funding of £700,000 for additional activity, not previously forecasted, to carry out further strength based review and reassessments with existing providers and the completion of approximately 1,600 Adult Social Care reviews and reassessments in 2024/25 using 2 external providers with services secured via a framework arrangement.**

**This is the second decision of a similar nature within a relatively short period of time. The Council needs to assure itself that in seeking additional funds and entering into new contractual arrangements, via a framework, with existing suppliers, it remains mindful of the cumulative effect of the various decisions so that decisions are taken at an appropriate governance level taking into account the totality of the decisions.**

**The undertaking of the reviews is to meet a statutory duty imposed on the Council by the Care Act 2014; this works needs to be undertaken.**

**The decision suggests entering into a new call-off arrangement through a framework. Whilst a compliant route to market on the face of it, the Council needs to be mindful of the potential procurement risks of intentionally entering into a number of sequential call-off contracts with the same suppliers. Procurement colleagues will address compliance with the PCR 2015 and the Council's Constitution.**

**Advice provided by Anthony Heath, Interim Head of Legal and Deputy Monitoring Officer, 3rd June 2024**

**Finance Advice:**

**The Budget approved by Council on 4th March 2024 includes specific provision of £1.0m funded through Social Care Grant to support the further strength-based review and reassessment work set out within this report. Approval of this DDM will therefore leave £0.3m to be allocated later in the financial year based on programme delivery requirements.**

**The existing contracts have both expired and the intention is to enter into new compliant contracts with those suppliers through a framework.**

**The following table sets out the spend and savings arising from externally commissioned strength-based review completed to date, and now planned as a result of this report:**

<b>Activity completed to date</b>	<b>Planned activity</b>					
<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>	
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Spend</b>	<b>0.077</b>	<b>0.628</b>	<b>0.848</b>	<b>0.700</b>	<b>- 2.253</b>	
<b>Savings</b>	<b>-(1.053)</b>	<b>(2.072)</b>	<b>(0.798)</b>	<b>(0.499)</b>	<b>(4.422)</b>	
<b>Net</b>	<b>0.077</b>	<b>(0.425)</b>	<b>(1.224)</b>	<b>(0.798)</b>	<b>(0.499)</b>	<b>(2.169)</b>

**Advice provided by Mark James Astbury (Strategic Finance Business Partner) on 13/05/2024.**  
**Advice provided by Shabana Kausar (Director of Finance) on 22/07/2024.**



**Procurement Advice:**

The decision to be taken is seeking a further spend of £700,000 for additional strength based assessments with the two current suppliers. The existing contracts have both expired and the intention is to enter into two new compliant contracts with those suppliers through a framework. Table A set out in the Appendicies DDM SBRT June 2024 attachment shows a spend and forecasted spend of totaling £2,347,990 with both suppliers for the period 2022 to 2027 and a saving and forecasted saving of £17,303,583 for the same period and the decision to be taken is therefore supported by procurement.

If approved then procurement colleagues and legal colleagues will assist with the procurement process to ensure that fully compliant contracts are entered into.

Advice provided by Paul Ritchie (Procurement Manager) on 24/07/2024.

**Signatures**

**Pavlos Kotsonis (Executive Member - Adult Social Care and Health)**

**SIGNED and Dated: 25/07/2024**

**Rosalynne Frances Howie (CD Adult Social Care and Health)**

**SIGNED and Dated: 25/07/2024**