

Investment of Unallocated Funding

- 1.1 In November 2019 the updated MTFP was presented at Cabinet, along with options for the investment of unallocated funding in 2020/21 and beyond.
- 1.2 Scrutiny Committees have considered potential use of the available unallocated funding and their views are set out in appendix 8.
- 1.3 Table 1 shows the investments that have been incorporated within the MTFP and budget.

Table 1: Investment of Unallocated Funding – included in MTFP

Description	Ref	£m			
		2020/21	2021/22	2022/23	Total
Temporary mitigations to savings:					
CSD - total Safeguarding savings	A	0.586			0.586
CET - part of Libraries savings	B		0.288		0.288
CET Trading Standards saving	C	0.100	0.100		0.200
Subtotal temporary mitigations to savings		0.686	0.388	0.000	1.074
Revenue schemes:					
ASC/CS - Accommodation and Floating Support	D	0.978	0.582	0.160	1.720
<i>Year 3 funded from savings</i>				(0.160)	(0.160)
CS - No Wrong Door	E	1.125	1.125	1.125	3.375
<i>Year 3 funded from savings</i>				(1.125)	(1.125)
CS - Family Group Conferencing expansion	F	0.350			0.350
Subtotal revenue schemes		2.453	1.707	0.000	4.160
Capital schemes:					
CS - Disability Children's Homes	G	0.242			0.242
CET - Highways Works Programme Management (to include dropped kerbs, patching and other areas of highways maintenance)	H	1.000			1.000
Subtotal capital schemes		1.242	0.000	0.000	1.242
TOTAL		4.381	2.095	0.000	6.476

- 1.4 In relation to the remaining revenue projects shown at Table 2, provision may be made for them within the Priority Outcomes and Transformation Reserve, following business cases identifying benefits, in line with the County Council's constitution. Table 3 shows the schemes that are not recommended to be progressed.

Table 2: Future Investment from Reserve – subject to business case

Description	Ref	£m			
		2020/21	2021/22	2022/23	Total
Revenue schemes					
ASC - Assessment & Care Management journey	I	0.226	0.226		0.452
ASC - Behavioural Insight	J	0.250	0.250		0.500
ASC - Bedded Care	K	0.359	0.300	0.196	0.855
ASC - Home Care Commissioning	L	0.110			0.110
ASC/CS - IT Care Management System (LiquidLogic)	M	0.165	0.048	0.048	0.261
Total		1.110	0.824	0.244	2.178

Table 3: Not recommended to be progressed

Description	Ref	£m			
		2020/21	2021/22	2022/23	Total
Capital schemes					
CET - Economic Development	N	1.000			1.000
CET - Highways Works Programme Management	H	1.000			1.000
Total		2.000	0.000	0.000	2.000

1.5 A brief description of each project is provided below:

A CS reprofile of safeguarding savings (£0.586m in 2020/21)

Reprofile the entirety of Safeguarding savings from 2020/21 to 2021/22. This will allow a more cost effective response and a greater capacity to manage demand, and mean fewer children will become subject to Child Protection Plans or not enter (or stay for less time in) the care system.

B CET reprofile of libraries savings (£0.288m in 2021/22)

Reprofile part of the Libraries savings (£0.288m out of £0.528m) from 2021/22 to 2022/23. This would still deliver £0.240m of planned savings in 2021/22, to allow for a comprehensive review of the strategic library commissioning strategy and allow a phased approach to the review of options in respect of the Ropemaker Park lease.

C CET reprofile of trading standards savings (£0.100m in 2020/21 and 2021/22)

Defer Trading Standards savings by two years from 2020/21 to 2022/23. Although this was not included in the options put forward in November, the agreement of the Brexit Withdrawal Bill by the House of Commons and the negotiations of new trading arrangements over the course of the year will mean that businesses may need support in moving to a new regulatory framework and could mean additional responsibilities for council Trading Standards services in future. It would therefore be prudent to keep the small capacity we have until the implications of Brexit and new trading arrangements are clear.

NB: the savings table below has been revised for A to C (noting that the previously submitted option to slip Early Help savings has already been approved by Cabinet and is also reflected):

	Revised Savings			
	2020/21	2021/22	Total	2022/23
	£m	£m	£m	£m
<i>Communities, Economy & Transport</i>	1.362	0.629	1.991	0.388
<i>Children's Services</i>	0.770	1.835	2.605	
<i>Adult Social Care</i>	0.248		0.248	
<i>Business Services / Orbis</i>	1.161	0.787	1.948	
Total Departments	3.541	3.251	6.792	0.388

D ASC/CS Accommodation and Floating Support (£0.978m, £0.582m in 2020/21, 2021/22 respectively)

A project to test alternative referral and access routes into floating and accommodation based support to ensure the service model is fit for purpose; meeting the needs of the people the service is designed to support and to establish links / protocols with other pathways (e.g. Rough Sleeping Initiative). This would mitigate demand and provide more appropriate and effective signposting and support for people who are currently presenting to floating support services and District and Borough Housing services, with complex needs, and/or who are at risk of homelessness.

This investment will enable ASC/CS to test new models of service delivery and evaluate their effectiveness prior to producing the future specification and contracts for these services. The models that will be tested will aim to improve the efficiency and effectiveness of accommodation pathways for people with complex needs, including how they are supported to move-on into general needs housing, with reduced reliance on Adult Social Care.

The additional requirement in 2022/23 of £0.160m is expected to be funded via savings from this scheme.

E CS No Wrong Door (£2.250m over the two years to 2021/22)

Investment in a No Wrong Door (NWD) model – an innovative model developed by North Yorkshire CC to work with adolescents experiencing complex challenges with an innovative multi-agency “hub” at the heart of the service. This would use short-term placements and edge of care support (in and out of care) and a range of services, support and accommodation options always progressing to permanence where young people’s aspirations drive practice. If the model is successful it would become part of Core Services and would therefore be an ongoing cost, offset by savings; the full impact will be modelled should this option be taken forwards.

The additional requirement in 2022/23 of £1.125m is expected to be funded via savings from this scheme.

F CS Family Group Conferencing expansion (£0.350m in 2020/21)

Investment to expand the existing Family Group Conferencing (FGC) service to Children in Need (CiN) which is the most cost effective way to reduce risks and the likelihood of children being placed on CP plans or becoming LAC, and as a result reducing social care costs. The investment is expected to deliver non-cashable efficiency savings of £1.224m from 2021/22 resulting from reductions in Social Worker caseloads.

G CS Disability Children’s Homes (£0.242m in 2020/21)

Investment to remodel the Children’s Disabilities Children’s Homes to create additional capacity and reduce the costs of residential care placements in the independent sector by keeping more children in local provision within the county. This would create extra 3 beds and provide greater options for keeping children within local provision, minimising existing and onward costs and

delivering better outcomes for them in the longer term. It is expected to achieve net savings of £0.352m p.a. from 2020/21 to offset service pressures.

H CET Highways Works Programme Management (£2.000m in 2020/21, £1.000m recommended for approval)

A contribution towards the agreed basic need investment to be funded in the Capital Programme for Highways Works Programme Management in order to achieve agreed condition targets. £2.000m was proposed, with £1.000m now included in the MTFP, which would fund works including drop kerbs, patching and other areas of highways maintenance. It is not recommended to progress the other £1.000m.

I ASC Assessment & Care Management journey (£0.452m over two years from 2020/21)

Proposal to speed up work to make it easier for clients to get information and services via the internet and improve the systems used by ASC which will lead to people getting help faster, fewer people entering the social care system and more efficient use of staff capacity.

J ASC Behavioural Insight (£0.500m over two years from 2020/21)

Proposal to implement a behavioural insight project across the health and social care system to identify areas of focus and efficiency in: single health and social care economy, processes, systems, communications and Public Health interventions. This would deliver reduced demand entering the system, improved flows within the system, improved outcomes for residents in the health and social care system and reduced late/non-payment of debt.

K ASC Bedded Care (£0.359m, £0.300m, £0.196m in 2020/21, 2021/22, 2022/23 respectively)

Investment in the Bedded Care Team to increase brokerage capacity to purchase residential and nursing beds for ASC and the NHS. Also requested is investment in programme and project support to manage the work. This would facilitate a more efficient use of resources and timely hospital discharge.

The resources will increase capacity to ensure patients are able to be discharged from hospital in a timely way. Improving our contract management arrangements will also ensure we are able to purchase beds from the market to better meet changing demands and needs.

Increasing brokerage capacity within the bedded care team will have a direct and positive impact on patient flow out of hospital. Securing appropriate bedded care placements within a community setting to enable timely hospital discharge reduces the length of stay in hospital beds. This releases hospital bed capacity which is generally more costly than community based care and also ensures people are not staying longer in hospital than is necessary, which is often detrimental to people who are frail and elderly. The estimated cost to healthcare providers of one non-elective admission is £1,609 per admission and the cost of one excess bed day is £346 per day (£2,422 per week). The brokerage team ensure we take a consistent, whole system approach to purchasing beds.

L ASC Home Care Commissioning (£0.110m in 2020/21)

A project to work with providers to test different ways of working alongside the current core home care business model. The four areas to be tested are; complex cases, reviews, hospital discharge and Occupational Therapy involvement, with the aim to support people to live independently at home and reduce admissions to care homes. The learning will inform development of the service specification for the new contract.

The Home Care recommissioning work has commenced. The investment will enable ASC to test out new ways of working, including an outcomes based approach.

Best practice theory promotes outcomes-based commissioning, specifically in terms of reducing ongoing reliance on services and therefore reducing overall demand over time. This will directly and positively impact on Community Care budget spend.

M ASC/CS IT Care Management System (£0.165m in 2020/21 and £0.048m in each of 2021/22 and 2022/23)

Investment to use the existing framework agreement with Liquidlogic (who supply ASC & CS case management system) to procure and implement the software called the 'Delegation Portal', for both ASC & CS. Funding is sought for a three-year period to determine the effectiveness of the portal; any recurrent costs beyond 2022/23 will be funded through social work force efficiencies.

This would give both ASC & CS the ability to electronically obtain multi-agency contributions from external professionals and providers into operational practice forms, which could save staff time in collating this information from professionals/providers, improve data quality /integrity and help manage the demand (e.g. in ASC reviews could be delegated from operational staff to care providers/other professionals to complete, rather than ASC staff doing this activity).

If the project progressed with just the ASC element, the costs would be reduced to £0.083m, £0.024m and £0.024m.

It is likely that in practice there could be efficiency savings of £0.010m-£0.050m p.a. from 2021/22 enabling a better core offer to be delivered from within existing resources, rather than cashable savings realised by reducing staffing levels.

N CET Economic Development (£1.000m supplement in 2020/21)

The East Sussex Economic Intervention Fund (EIF), which consists of the ESInvest Business Grants and Loans fund, Stalled sites fund, upgrading empty properties and business incubation unit fund has been running for 6 years and directly addresses one of the four Council priorities: "driving sustainable economic growth" by supporting local businesses through capital investment to grow and create jobs. The overriding principle for economic intervention is that the Council does not borrow to fund grants or loans; the ambition is that this funding will be self-sustaining. Loan repayments being held in reserve to fund expenditure in future years and agreed through the RPPR process. Expenditure on these loans and grants will be included for the first three years of the programme in line with the MTFP period; the capital programme provides for £4.537m in this area, and therefore it is not recommended to be progressed. Any unused funding over the MTFP period will remain in reserve for use in future years as well as future repayments on loans.