

CEI Programme 2014/15: Progress Report

Position as at: **June 10th 2014**

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Our People

2014/15 - Summary Position

Business Case	Project	Saving (£k)	RAG
1	Income generation in Children, Young People & Learning	343	Green
2	Reduction in cost of out of borough children's placements	500	Amber
3	Recommissioning of therapeutic services for young people	200	Amber
4	Increased contribution from Health for health costs of children placements	293	Red
5	Reconfiguration of the Children's Centre offer	550	Green
6	Development of a modern young people service	990	Amber
7	Review of means testing for adoption, special guardianship allowances & residence orders	60	Green
8	Review of home to School transport eligibility and independent travel arrangements	80	Amber
9	Reduction in supplies, services and third party costs through better procurement	50	Green
10	Review of local welfare provision provided through Adult Social care	400	Green
11	Review of retained welfare support budget	498	Green
12	Reduced cost of Failed Asylum Seekers Support	20	Green
13	Review of rate applied to adult out of borough placements	10	Green
14	Reduced Drug & Alcohol Rehabilitation budget to reflect reduced demand	50	Amber
15	Review of Learning Disability Residential Care	200	Amber
16	Creation of a Single Response Team for social care	200	Amber
17	Creation of a single Mental Health Team	150	Green
18	Further integration of Adult Social Care provision with NHS	1,905	Red
19	Cessation of Appropriate Adult Function	11	Green
20	Review of Housing related Support Services	500	Amber
21	Creation of integrated adult, children & public health commissioning team	900	Red
38	Full year effect of implemented 2013/14 CEI proposals	1,161	Green
TOTAL		9,071	

1: CYPL Income Generation

Saving: £343k

Council Plan Priority: Our People

Project Summary

- School meals increase from £2.00 to £2.06 in September 2014.
- Community Meals increase from £3.00 to £3.10 in September 2014.
- 3% increase on Childcare fees from April 2014.
- Up to 3% on Local Authority provided School Service level agreement fees from April 2014. Charges in relation to schools have been shared with schools.

A more business like approach to service delivery, and increases in charges that reflect inflationary pressures but are still competitive when compared to other local authorities and private providers.

Recent Progress

- Price increases for School Meals and Meals on Wheels will be implemented with effect from September 2014.
- Childcare charges will increase from April 2014 as will other price increases associated with Service Level agreements with Schools.

Next Milestones Complete

Project Status Complete

RAG (last period)	Green	RAG (this period)	Green
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£343k savings for 2014/15 confirmed

2: Reduced Cost of OOB Children's Placements

Saving: £500k

Council Plan Priority: Our People

Project Summary

- Projections at the beginning of the year indicated a reduction in the number of children placed out of borough for social care from 19 to 16 in 2014/15. The saving estimated was approximately **£220k** a year (depending on the exact placement).
- Edmund House (our own provision in North Tyneside) is increasing its bed space by one. The role of the home will be altered to allow it to take young people who previously were placed at Howard House, Bedlington, a commissioned out of borough establishment.
- The current role of Edmund House, as a preparation setting for young people moving towards independence, will be focused elsewhere e.g. with the fostering service or via supported accommodation. A saving of **£280k** a year is estimated.

Recent Progress

- Additional placements have occurred which could affect the forecast position made at the start of the financial Year.

Project Status Work in Progress

RAG (last period)	Amber	RAG (this period)	Amber
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Although the work identified to bring about the savings in relation to existing placements has progressed to plan, the occurrence of extra placements will have an impact on the capacity for savings. This impact is currently being assessed, and includes conversations with Health services around some of the funding. Until the position is clarified, however, the project will remain Amber. £100k of savings for 2014/15 are confirmed.

3: Recommission of Therapeutic Services	Saving: £200k
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Council Plan Priority: Our People

Project Summary

- This will be delivered through a mixture of reduction in staff, reconfiguration of the service and reduced payments to health.
- The council provides funding to the Children's Adolescent Mental Health Service (CAMHS). In total the current funding is £340k. This, amongst other activities, covers the cost of 4 CAMHS social workers. The proposal is to review the current commissioning of the service and reduce the number of social workers to 2.
- The remaining staff will be reconfigured alongside social care settings, social work teams and/or children's centres. Their work will be managed alongside a higher threshold, focused upon the most vulnerable children and young people identified through the new Front Door service and Multi Agency Assessment and Co-ordination Team.
- Continued integration of key services for children with a disability or having complex needs – including a more joined up approach with key partners in delivering support.

Recent Progress

- Staff have been informed of the impending changes –risk of redundancy
- Early discussions have started with Health about changes and funding opportunities.

Next Milestones

Project Status: Work in Progress

RAG (last period)	Amber	RAG (this period)	Amber
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£80k staffing saving confirmed against 2014/15 target

Council Plan Priority: Our People**Project Summary**

- Negotiations are ongoing with health (Clinical commissioning groups) to secure **£200k** for respite & preventative services currently provided by the Local Authority. The Local Authority currently provides for children with substantial and permanent disability the following overnight short breaks. The children who received the service have had a child in need assessment carried out by social worker. The services included are:
 - Heatherfield Mews – 2 bed short break unit – Currently 17 service users make use of this service.
 - Addison Street -5 bed short breaks unit –Currently 45 service users make use of this service
 - St Oswalds –Joint funding of short breaks for children with complex health need £ 35,000 Currently 7 service users make use of this service
 - Education support for children with emotional and social needs
 - Heatherfield Mews - 4 bed unit for children with complex health and social care needs
- In addition to the above we currently have 4 users who have complex health and social care needs whose needs are met out of borough (OOB) and 9 LAC in Fostering.
- We will request an increased contribution from health for these OOB placements (increasing expectation from **£75k** to £150k). Health contribute 5% of the cost (subject to the child meeting certain criteria) of several specialist care/education placements for children and young people with complex needs. For 2013/14 this equates currently to £48k.
- The proposal will increase this to a minimum of 10% to reflect a significant health element of the care provided.
- **£18k** contribution from Public Health to support outreach activities in Special Schools

Recent Progress

- Initial dialogue with health (Clinical commissioning groups) to secure £275k for respite & preventative services currently provided by the Local Authority, as well as contribution to complex out of area placements.
- Agreement has been reached with Public Health over the £18k contribution.

Next Milestones

- Continued negotiations are ongoing with health (Clinical commissioning groups) to secure appropriate financial contributions for respite & preventative services currently provided by the Local Authority, as well as contribution to complex out of area placements.

Project Status: Work in Progress

RAG (last period)	Red	RAG (this period)	Red
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£18k of savings confirmed against 2014/15 target

5: Reconfiguration of the Children's Centre Offer	Saving: £550k
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Council Plan Priority: Our People

Project Summary

- Increase Public Health contribution by £0.250m to deliver healthy living services (aligned with Public health objectives).
- Concentrate Children's Centre offer on greatest need and review of the locations through which early help services are provided saving a further £0.300m

Recent Progress

- We have consulted with head teachers of the schools the CC's are linked to. Many welcome the change and the opportunity it provides to shape the school offer differently to meet the needs of the community and the children entering the school
- Heads note that many children coming into the school are not ready to learn and need significant help to meet national thresholds. Current provision is not meeting this key learning and social need. The heads welcome the opportunity to move away for the standard offer and develop a bespoke offer from the space that is now available to them.

Next Milestones

- Further consultation with heads is planned. The council will provide support and expert help to the heads and their governing bodies to meet the new challenges.
- Parents and others using the services will be, as in the past, fully engaged in shaping the new service offer.

Project Status: Work in Progress

RAG (last period)	Green	RAG (this period)	Green
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£550k staffing savings confirmed for 2014/15

6: Development of a Modern Young People's Service	Saving: £990k
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Council Plan Priority: Our People

Project Summary

- Reconfigure the Youth Offending Service to reflect fewer young people coming into the criminal arena as first time entrants. The team will deliver the YJB National Minimum Standards in Youth Justice
- To move towards a reconfiguration of youth and play services with an infrastructure in place to manage the commissioning of Youth Services from a range of local providers.
- Maintain the statutory offer in respect of Connexions. Reduce the universal offer delivered by the Council in line with funding by schools.
- The staffing reduction proposed would be equivalent to the staff reductions that have been made in other T&W LA areas.
- Reconfigure play activity across the borough including (but not exclusively) Kids Clubs, Play Rangers, School development work and the work to support events.

Recent Progress

- There will be both staff reductions and/or staff transferred to other providers by 1st April 2014 with an estimated 38 f.t.e affected.
- Restructure proposals have been subject to consultation process and regular dialogue with Trade Union Representatives.
- This process has now concluded and implementation of restructure proposals are being progressed.

Next Milestones

- Conclude staff interview and appointments as well as confirming redeployment/redundancy arrangements.
- Continued dialogue with a number of providers and schools who are involved in youth work.
- We are also planning to consult young people and ensure we hear their voice as we go forward.

Project Status: Work in Progress

RAG (last period)	Amber	RAG (this period)	Amber
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£790k staffing savings confirmed against 2014/15 target.

7: Review of Adoption Means Testing & Allowances	Saving: £60k
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Council Plan Priority: Our People

Project Summary

- Implement full means testing of adoption & special guardianship allowances from 1st April 2014.

- Apply means testing of residence orders allowances to all those recipients from 1st April 2014.

Recent Progress

- Full consultation with existing and potential adopters has taken place. They approve the proposal as outlined.

Project Status: Complete

RAG (last period)	Green	RAG (this period)	Green
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£60k 2014/15 savings confirmed.

8: Home to School Transport Eligibility	Saving: £80k
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Council Plan Priority: Our People

Project Summary

- Review the effectiveness and delivery arrangements of independent travel training
- Possible increase in eligibility threshold for transport to additionally resourced provisions.

Recent Progress

- Sub regional conversations progressing about funding & delivery options in relation to the Independent Travel Training project.
- Staff currently at risk have been briefed.
- Review of transport requirements at all Resourced provisions underway.

Next Milestones

Project Status: Work in Progress

RAG (last period)	Amber	RAG (this period)	Amber
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£30k staffing savings confirmed against 2014/15 target.

9: Reduced Supplies and Services Budgets	Saving: £50k
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Council Plan Priority: Our People

Project Summary

Top slice all supplies & services & third party budgets across these CYPL and Commissioning and fair access service areas.

Next Milestones Complete

Project Status: Complete

RAG (last period)	Green	RAG (this period)	Green
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£50k 2014/15 savings confirmed

10: Review of Local Welfare Provision

Saving: £400k

Council Plan Priority: Our People

Project Summary

This proposal suggests reducing the budget for supporting people by £400k, and follows a £215k reduction during 2013/14. This means that a total of £615k has been removed from the settlement for 2014/15, and the challenge for the service will be managing demand with significantly reduced financial resources.

Next Milestones Complete

Project Status: Complete

RAG (last period)	Green	RAG (this period)	Green
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The budget has been adjusted, and the full £400k saving secured.

11: Review of Retained Welfare Support Budget

Saving: £498k

Council Plan Priority: Our People

Project Summary

In recognition of Welfare reform North Tyneside supplemented the DWP grant for Discretionary housing payments of £0.332m by a further £0.498m in 2013/14. Current forecasts are that we will only require the DWP grant of £0.332m and not require the £0.498m of general fund budget. We are therefore proposing to remove this unused budget of £0.498m in 2014/15.

Next Milestones Complete

Project Status: Complete

RAG (last period)	Green	RAG (this period)	Green
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The budget has been adjusted, and the full £498k saving secured.

12: Reduced Cost of Failed asylum Seeker Support

Saving: £20k

Council Plan Priority: Our People**Project Summary**

The number of people supported by Adult Social Care under Section 21 of the National Assistance Act 1948 has reduced continuously since 2008. As at April 2010 there were 15 people in 12 properties. The budget for this was £40,000 with annual spend of £150,000. The number of people is now 6 in 4 properties, and the annual estimated cost is £20,000 against a budget of £43,280. Most individuals have now been reviewed by the Home Office and been given "leave to remain" and can now claim benefits and access employment. It is therefore proposed to reduce this budget by £20,000.

Project Status

RAG (last period)	Green	RAG (this period)	Green
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The budget has been reduced and the full saving of £20k secured. The service will now need to manage demand within the reduced level of funding.

13: Review Rate Applied For OOB Placements

Saving: £10k

Council Plan Priority: Our People**Project Summary**

The purpose of the proposal is:

1. To encourage the take-up of placements in care homes in the Borough
2. To release a cash efficiency

Based on the predicted number of placements forecasted for 2013/14 of 290, it is estimated that approximately 33 placements will be made out of area. The efficiency has been calculated as an estimate, using the predicted number of out-of-borough care home placements and the difference between the average 'Usual Rate' and the regional average fees for residential and nursing care.

Project Status

RAG (last period)	Amber	RAG (this period)	Green
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This project relies on a rate change and demand management for achievement of the savings target. The work is complete and budget monitoring will monitor progress.

14: Reduced Drug & Alcohol Rehabilitation Budget

Saving: £50k

Council Plan Priority: Our People**Project Summary**

The budget for these services is currently £175k. This is a demand led funding provision and the level of demand is not known in advance of each financial year. However, there has been reduced demand for these services in 2012/13 and the budget is currently showing a projected underspend. It is therefore proposed to reduce the budgets for drug and alcohol rehabilitation by £50k.

Project Status

RAG (last period)	Amber	RAG (this period)	Amber
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The budget reduction has been made, and the £50k saving has therefore been achieved. The challenge going forward will be managing demand and providing an adequate level of service within the reduced budget. The project is currently Amber, but will turn Green when budget monitoring confirms that this is being done effectively.

15: Review of Learning Disability Residential Care	Saving: £200k
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Council Plan Priority: Our People

Project Summary

There are currently 90 people with a learning disability in registered residential care with a cost range of £376 per week up to £2,846 per week. The average weekly cost is £1,100. Total spend on residential services is approx £5.2m per annum.

The review work will focus in on the higher cost placements where there are additional costs over and above the standard weekly placement cost for learning disability residential care. There is also the opportunity to identify additional health care needs and seek a continuing health care assessment where this is appropriate.

Recent Progress

- Project plan in place – links with Community Learning Disability Team and Commissioning Team to deliver.

Next Milestones

- Develop cost / service model for high cost placements
- Consider out of area placements and bringing people back to North Tyneside into more cost effective and appropriate services
- Start programme of reviews

Project Status

RAG (last period)	Amber	RAG (this period)	Amber
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This project will require a change in approach to manage demand on the service. Budget monitoring will be used to assess progress against the savings target.

16: Creation of a Single Response Team for Social Care	Saving: £200k
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Council Plan Priority: Our People

Project Summary

- Efficiencies as a result of combining Children’s First Call service with Adult Social Care Gateway arrangement to provide single front door to customers.
- Target: £100k efficiencies from CYPL; £100k from ASC

Recent Progress

- A staffing review of both service areas is underway.
- Staff session held to introduce aims and objectives and communicate vision
- Analysis of service demand complete
- Completion of process mapping for front-line and admin functions to facilitate a single, leaner process.

Next Milestones

- Call handling assessment (July 31st)
- System redesign complete (July 31st)
- Signposting complete (July 31st)

Project Status

RAG (last period)	Amber	RAG (this period)	Amber
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£100k of the savings target is confirmed to date. A Project Plan is in place and progress of the service redesign work will be measured against this. Budget monitoring will be used to ensure that the associated savings follow.

17: Creation of a Single Mental Health Team	Saving: £150k
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Council Plan Priority: Our People

Project Summary

A review of the mental health assessment teams has been undertaken with partners in Northumberland, Tyne and Wear Trust and Northumbria Trust, and a number of different options of service delivery have been considered.

A new, proposed structure seeks to deliver best value for money, maximise the Personalisation agenda within Specialist services, whilst retaining specialist knowledge and positive partnership working. It would also support the delivery of our statutory Approved Mental Health Practitioner (AMHP) functions, across the 24 hour period.

Project Status

RAG (last period)	Green	RAG (this period)	Green
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The work required to deliver the savings has been done. Savings rely on staff reduction and implemented changes to the service, and budget monitoring will monitor progress against the savings target.

18: Further Integration of ASC provision Within NHS	Saving: £1,905k
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Council Plan Priority: Our People

Project Summary

This proposal is designed to outline a refreshed and revitalised vision for adult social care services in North Tyneside, based on integration; whether that is with other Council services, the NHS or through new relationships with our customers and communities.

The strategic intent is to:

- **Reduce demand** by developing more models of self care, and change citizen behaviour by continuing to support people to take greater control of their health and wellbeing.
- **Promote independence** by enabling Aspects of Daily Living Skills (ADLs) that reduce reliance on longer-term support.
- **Increase Experimentation** by looking beyond organisational boundaries and traditional methods to develop and test new approaches to service provision.
- **Develop Community Resilience** by strengthening communities, and the individuals within them, to support each other.
- **Maximise the “whole” public pound** by changing focus to pathways and customer journeys that look at the whole resource, and creating systems and budgets that reflect this.

Recent Progress

- Older Persons Integration Project Board has started work in terms of carrying out a review of the older person’s pathway, from home and hospital
- Work is underway to develop proposals to re-tender domiciliary care services
- Work has commenced on a new service, Care and Connect, which is aimed at helping people and communities to make best use of the resources they already have so they are better able to support themselves and each other
- In partnership with North Tyneside Clinical Commissioning Group and Northumbria Healthcare NHS Foundation Trust, the Council has developed proposals for the use of the Better Care Fund.
- A review of our existing re-ablement and intermediate care services across all groups is nearing completion, with some immediate service improvements and efficiencies having been identified.

- Consultation for joint contractual arrangements for nursing care and Continuing Health Care (CHC) is underway.
- The alignment of care management staff for CHC with care management staff from the local authority has been agreed and will commence in June 2014.

Next milestones

- Re-tender domiciliary care contracts to ensure that focus is given on promoting independence and supporting people back to good health from periods of illness (June 2014)
- Reshape older people's services with the NHS to respond to the growing demand from people with dementia; and increase the use of tele-care to increase independence and safety at home
- Implement projects identified within the Better Care Fund

Project Status

RAG (last period)	Red	RAG (this period)	Red
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A project Board and Plan is in place to manage the service redesign and procurement elements of the project. Progress on the ground will be measured against the Project plan, and budget monitoring will assess the progress in attaining the associated savings.

19: Stop Appropriate Adult Function (Police Duty)	Saving: £11k
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Council Plan Priority: Our People

Project Summary

Historically Local Authorities (including North Tyneside) have supported Police in the delivery of PACE (Police And Criminal Evidence), by undertaking the role of Appropriate Adult (AA). There is not a legal requirement for the LA to do this, however, and this budget proposal proposes that the Council stop providing the AA function, which is effectively to support to people in custody.

Project Status

RAG (last period)	Green	RAG (this period)	Green
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The service has now ceased. The full £11k saving has been secured.

20: Review of Housing Related Support Services	Saving: £500k
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Council Plan Priority: Our People

Project Summary

This business case sets out a proposal to review the current model of service provision and each of the 9 service contracts that are in place for Housing Related Support. The aim of the review will be to develop a new service model/s that deliver/s the best possible value from the available funding, and achieves a further efficiency of £500k in 2014/15.

Recent progress

- Initial contract review meetings with all providers and individual service reviews have been undertaken
- Interim service arrangements are now in place and being monitored to ensure the achievement of the 2014/15 savings
- A project steering group has been established with membership from Adult Social Care, Children’s Services, Housing and Public Health
- A draft revised service model has been agreed

Next Milestones

- Consultation on the new service model will be undertaken with customers, providers and other relevant stakeholders (completed by the end of July 2014)
- A report on the new service model and tendering exercise will be presented to Cabinet (August 2014)
- The new service model will be tendered (September 2014)
- Transition to new contractual arrangements required for 2015/16 savings (March 2015)

Project Status

RAG (last period)	Amber	RAG (this period)	Amber
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This project involves commissioning and service redesign elements. Interim agreements will be in place by the end of April, which will secure the 2014/15 savings. £250k of the savings has been achieved to date. Budget monitoring will monitor progress against the remainder.

21: Integrated Adult, Children & Health Commissioning	Saving: £900k
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Council Plan Priority: Our People

Project Summary

There are three elements to this proposal:

1. Create an integrated adult, children and public health commissioning team and thereby reduce staffing in the teams by 2.5 FTE.
2. Joint Commissioning for Children with Disabilities leading to better advanced planning for children moving into adult services.
3. The Authority to assume commissioning of services at an improved rate (including micro commissioning i.e. Case management).

Recent Progress

- Restructure complete and staffing reduction achieved
- The teams have been co-located and are currently undertaking a skills audit.
- A combined procurement plan has been developed and a baseline of high cost placements has been produced.
- Analysis of service demand and overlap complete

Next Milestones

- Analysis of links between continuing care and Continuing Healthcare and understanding of possible tools to aid assessment (June 2014)
- Joint assessment (Dec 2014)

Project Status

RAG (last period)	Red	RAG (this period)	Red
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This project has a number of different elements, including staffing reduction, changes to fees, and service redesign. £50k of CYPL staff savings are confirmed to date and a Project Plan is in place for the service redesign element.

38: Full Year Effect of Implemented 2013/14 Proposals	Saving: £1,161k
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Council Plan Priority: Our People

Project Summary

Ongoing savings from the following previously implemented projects:

1. CYPL reduced staffing;
2. Learning Disability short breaks;
3. Independent supported living and maximum spend framework;
4. Integration of assessment and reablement;
5. Mental health review

Next Milestones Complete

Project Status Complete

RAG (last period)	Green	RAG (this period)	Green
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All of the service changes contained within this project were made and delivered in 2013/14. Those changes will have the planned impact in 2014/15 but we will confirm this via monthly budget monitoring.

Our Places

2014/15 - Summary Position

Business Case	Project	Saving (£k)	RAG
22	Culture & Leisure Service efficiencies	289	Green
23	Community Health programmes delivered via Sport & Leisure Services	100	Green
24	New Waste Recycling Processing contract	400	Green
25	Review of Bereavement Services income	70	Green
26	Technical Partnership – further review	334	Red
35	Review of Transport & Fleet across the organisation	250	Amber
36	Review of Energy costs across the organisation	250	Amber
38	Full year effect of implemented 2013/14 CEI proposals	848	Red
TOTAL		2,541	

22: Culture & Leisure Service Efficiencies

Saving: £289k

Council Plan Priority: Our Places

Project Summary

This project involves:

- A reduction of in the library materials (Book) fund (£100k)
- A reduction in operational expenditure across the service areas mainly around Supplies, Services and Development. (£109k)
- A reduction in the Arts development budget (£40k)
- The withdrawal of all of its financial support from Marden Bridge Sports Centre, leaving the school to take sole responsibility for the management and upkeep of the Sports Centre. (£40k)

Project Status

RAG (last period)	Amber	RAG (this period)	Green
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The budget reduction elements of this project are complete, and £249k of the total saving has therefore been achieved. Negotiations are ongoing in relation to the handover of the Marden Bridge Sports Centre, with a target date of May 30th. Achievement of the remaining £40k linked to this element will be measured via monthly budget monitoring.

23: Community Health Programme Delivery

Saving: £100k

Council Plan Priority: Our Places

Project Summary

This project originally involved a £100k Public Health investment in Leisure Services as part of the implementation of the proposed Community Health Network. The Community Health Network is not now going ahead but, to ensure that the savings are achieved, Leisure Services are reshaping current service provision within local communities to engage people who are traditionally hard to reach and who would benefit most from getting involved in exercise and physical activity. This will be part of the “Active North Tyneside” Campaign.

Next Milestones Complete

Project Status Complete

RAG (last period)	Green	RAG (this period)	Green
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Full £100k saving has been achieved.

24: New Waste Recycling Reprocessing Contract

Saving: £400k

Council Plan Priority: Our Places**Project Summary**

In January 2014, a new six year contract was put in place, which meant that the authority no longer pays a gate fee but receives an income per tonne of material delivered. Based upon the current level of tonnage of waste being delivered for recycling, the income would be £0.072 million with anticipated saving overall of £0.400 million.

Project Status

RAG (last period)	Green	RAG (this period)	Green
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The contract is in place. An element of the saving relies on income from recycling, but there are no additional implementation steps which require a project plan. Progress will be measured via monthly budget monitoring.

25: Bereavement Services Income

Saving: £70k

Council Plan Priority: Our Places**Project Summary**

North Tyneside is currently looking at investing approximately £3 million into the upgrade and refurbishment of Preston Crematorium, which will be funded by the service. In order for North Tyneside to keep in line with the market rate and to support the investment programme, it is proposed that a 7% increase be applied to cremation, burial, purchase of graves and memorial fees. This will generate an increased income of circa £70k.

Project Status

RAG (last period)	Green	RAG (this period)	Green
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This project relies on a charge increase for achievement of the saving target. The new charge is in place and budget monitoring will track income against target.

26: Technical Partnership – Further Review

Saving: £334k

Council Plan Priority: Our Places**Project Summary**

Given the significant proportion of council resources that are spent within the Capita contract, Capita were asked to develop proposals to find an additional £334k savings. Draft proposals have been received and the principle accepted by Capita target: Work is taking place with representatives from Capita to identify how exactly savings can be made in addition to those negotiated in the contract.

Project Status

RAG (last period)	Red	RAG (this period)	Red
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Work is underway with Capita to confirm how the savings will be delivered in the context of wider commercial discussions following the first full financial year of the contract. The project has not yet been fully agreed, but detailed discussions on a range of options are underway and the relevant Cabinet Members are involved.

35: Transport & Fleet

Saving: £250k

Council Plan Priority: Our Places

Project Summary

Given the significant proportion of council budgets that are spent within Transport it was felt that this area should be given a £250k savings target. Much work has been done in recent years to reduce spend in this area and the position has improved significantly. That said, the Council continues to have actual spend on transport above budget level and the identification of an additional £250k of savings will present a significant challenge.

Project Status

RAG (last period)	Red	RAG (this period)	Amber
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£50k of the savings target has been allocated to business mileage budgets (spend has reduced) and a proportion of the remainder will be absorbed within the transport rates exercise. This project has therefore moved from red to Amber.

36: Energy

Saving: £250k

Council Plan Priority: Our Places

Project Summary

The key policy driver is the Council's Carbon management Strategy and the aspiration to save 34% CO2 emissions by 2015. Much work has been done in recent years to reduce spend in this area and the position has improved significantly. That said, the Council continues to have actual spend on energy above budget level and the identification of an additional £250k of savings will present a significant challenge.

Project Status

RAG (last period)	Amber	RAG (this period)	Amber
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This project relies on a number of strands to achieve the savings target. The budget related elements will be monitored via budget monitoring, but the street lighting element (£148k) is reliant on roll-out of energy saving technology. This element will be measured against a project plan provided by the Council's street lighting partner, SSE.

Council Plan Priority: Our Places

Project Summary

Ongoing savings from the implementation of the Technical Partnership in 2013/14.

Next Milestones Complete

Project Status Complete

RAG (last period)	Green	RAG (this period)	Red
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All of the service changes contained within this project were made and delivered in 2013/14. Those changes will have the planned impact in 2014/15 but we will confirm this via monthly budget monitoring.

Our Economy

27: Review of Business & Economic Development	Saving: £60k
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Council Plan Priority: Our Economy

Project Summary

Release £50,000 from central training and supplies budget, and review of department working hours to reduce cost to the Council.

Project Status

RAG (last period)	Green	RAG (this period)	Green
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The budget reduction has been made, and the full £60k saving achieved.

Corporate / Cross-Cutting

2014/15 - Summary Position

Business Case	Project	Saving (£k)	RAG
28	Treasury Management Strategy savings	250	Green
29	Charges relating to support for the Trading Company	30	Amber
30	Business Partnership – further review	960	Red
31	Increased income in Chief executive’s Office	240	Amber
32	Reduction of Organisational Development Budget	68	Green
33	Reduction of Community Investment Fund and Widening Horizons Fund to reflect reduced demand	125	Green
34	Strategic Services expenditure budget reductions	46	Green
37	Review of management and delivery staff structures	2699	Green
38	Full year effect of implemented 2013/14 CEI proposals	462	Green
TOTAL		4880	

28: Treasury Management

Saving: £250k

Council Plan Priority: Corporate / Cross-Cutting**Project Summary**

We continue to review ways in which we can make permanent some of the treasury and cashflow savings experienced in recent years. Market conditions are not right to restructure debt but we will review the debt profile and as debt comes up for renewal it should be possible to achieve lower interest rates.

This is dependent upon market conditions and no significant increase in borrowing levels being required over the four year revenue plan period.

Next Milestones Complete**Project Status** Complete

RAG (last period)	Green	RAG (this period)	Green
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£250k savings achieved (subject to above conditions).

29: Charges Relating to Support for the Trading Co.

Saving: £30k

Council Plan Priority: Corporate / Cross-Cutting**Project Summary**

Finance services £30k support for the Trading Company in line with State Aid rules. This includes the company secretary role, financial management of the bank account and financial reporting services.

Project Status

RAG (last period)	Amber	RAG (this period)	Amber
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Budget monitoring will assess progress against the target specified.

30: Business Partnership – Further Review

Saving: £960k

Council Plan Priority: Corporate / Cross-Cutting**Project Summary**

This proposal includes the extension of current services provided by Cofely Suez but may also require acceptance of some reduction in service standards (where acceptable). The Contact Centre; ICT; ICT for Schools; Finance; Procurement; Financial Assessment; and

cashless payment are all under consideration, but the precise details are being worked through.

Project Status

RAG (last period)	Red	RAG (this period)	Red
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Work is underway with Cofely to confirm how the savings will be delivered in the context of wider commercial discussions following the first full financial year of the contract. The project has not yet been fully agreed, but detailed discussions on a range of options are underway and the relevant Cabinet Members are involved.

31: Increased Chief Executive Office Income	Saving: £240k
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Council Plan Priority: Corporate / Cross-Cutting

Project Summary

It is proposed that income may be increased in the following areas:

- School Governor Support – move to a fully income funded service [£30k]
- Registrars - increase charges in line with neighbouring authorities for provision of certificates, ceremonies and fees in conjunction with reduced expenditure. [£25k]
- Statutory Services (Land Charges element) - anticipate increased income from land searches subject to a continuing housing market recovery [£25k]
- Legal Services – support to the Council’s Trading Company must be paid for in order to avoid breaches of State Aid. It is proposed that the Trading Company will undertake a developer role, with Legal Services providing support on commercial and property matters. [£60k]

Other income may be received from schools if they choose to utilise offered support in handling complaints or in connection with legal issues.

Project Status

RAG (last period)	Amber	RAG (this period)	Amber
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This project relies on income and funding changes. Progress will be assessed by monthly budget monitoring, and the project will remain Amber until 2014/15 income performance indicates the target will be met.

32: Reduced Organisational Development Budget	Saving: £68k
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Council Plan Priority: Corporate / Cross-Cutting

Project Summary

The proposal sets out how the retained HR function will deliver the savings target for 2014/15 by reduction in supplies and services budget including the Organisational

Development (OD) training budget due to contract changes and other changes in how workforce development is delivered going forward. (£68K)

Next Milestones Complete

Project Status Complete

RAG (last period)	Green	RAG (this period)	Green
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The budget reduction has been made and the full £68k saving secured. The challenge for the service moving forward will be ensuring service quality with reduced financial resources.

33: Community Investment & Widening Horizons Funds	Saving: £125k
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Council Plan Priority: Corporate / Cross-Cutting

Project Summary

Remove the Community Investment Fund and remove the Widening Horizons For All Fund. Neither of these items of grant funding from the Council have been allocated during 2013/14.

Next Milestones Complete

Project Status Complete

RAG (last period)	Green	RAG (this period)	Green
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This has been removed from the budget from 1st April 2014. Full £125k saving is achieved.

34: Strategic Services Budget Reductions	Saving: £46k
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Council Plan Priority: Corporate / Cross-Cutting

Project Summary

The budget proposals takes on board the implementation of new ways of working already introduced, for example the new engagement approach providing Community Conversations and the Mayor's Listening Events.

The financial benefits will include:

- Reduction in the budget for engagement activity by £20k (leaving £30k to continue to support engagement activity).
- Reduction in the general budgets within the Elected Mayor's Office and Policy and Partnerships by £10.5k.

- Reduce the corporate subscriptions budget by £15.5k (this budget has been unallocated in 2013/14).

Next Milestones Complete

Project Status Complete

RAG (last period)	Green	RAG (this period)	Green
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These reductions have been made in the budget allocation from 1 April. The reduced budget allocation will be monitored on a monthly basis via budget monitoring. Full £46k saving achieved.

37: Management & Delivery Staffing Structures	Saving: £2,699k
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Council Plan Priority: Corporate / Cross-Cutting

Project Summary

Review of staffing structures across the Authority.

- SLT (£375k)
- Law & Governance (£107k)
- Finance & Commercial Services (£120k)
- Leisure & Environment Management (£500k)
- Environmental Maintenance (£500k)
- HR (£ 52k)
- Business & Economic Development (£140k)
- Strategic Services (£179k)
- CYPL and Commissioning & Fair Access (£726k)

Project Status

RAG (last period)	Amber	RAG (this period)	Green
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This project represents staffing reductions across the authority. In the majority of service areas, restructures have been completed, budgets have been adjusted and savings secured.

38: Full Year Effect of Implemented 2013/14 Proposals	Saving: £462k
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Council Plan Priority: Corporate / Cross-Cutting

Project Summary

Ongoing savings from the implementation of the Business Partnership in 2013/14.

Next Milestones Complete

Project Status Complete

RAG (last period)	Green	RAG (this period)	Green
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All of the service changes contained within this project were made and delivered in 2013/14. Those changes will have the planned impact in 2014/15 but we will confirm this via monthly budget monitoring.