

CEI Programme 2014/15: Progress Report

Closing Report: May 12th 2015

Table of Contents

Our People

| | | |
|------|--|---------------|
| | <i>Summary Statement (RAG rated)</i> | <i>Page 6</i> |
| BC1 | Income generation in Children, Young People & Learning | Page 7 |
| BC2 | Reduction in cost of out of borough children's placements | Page 7 |
| BC3 | Recommissioning of therapeutic services for young people | Page 8 |
| BC4 | Increased contribution from Health for health costs of children placements | Page 9 |
| BC5 | Reconfiguration of the Children's Centre offer | Page 10 |
| BC6 | Development of a modern young people service | Page 10 |
| BC7 | Review of means testing for adoption, special guardianship allowances & residence orders | Page 11 |
| BC8 | Review of home to School transport eligibility and independent travel arrangements | Page 12 |
| BC9 | Reduction in supplies, services and third party costs through better procurement | Page 12 |
| BC10 | Review of local welfare provision provided through Adult Social care | Page 12 |
| BC11 | Review of retained welfare support budget | Page 13 |
| BC12 | Reduced cost of Failed Asylum Seekers Support | Page 13 |
| BC13 | Review of rate applied to adult out of borough placements | Page 14 |
| BC14 | Reduced Drug & Alcohol Rehabilitation budget to reflect reduced demand | Page 14 |
| BC15 | Review of Learning Disability Residential Care | Page 14 |
| BC16 | Creation of a Single Response Team for social care | Page 15 |
| BC17 | Creation of a single Mental Health Team | Page 15 |
| BC18 | Further integration of Adult Social Care provision with NHS | Page 16 |
| BC19 | Cessation of Appropriate Adult Function | Page 17 |
| BC20 | Review of Housing related Support Services | Page 17 |
| BC21 | Creation of integrated adult, children & public health commissioning team | Page 27 |
| BC38 | Full year effect of CEI proposals implemented during 2013/14 | Page 18 |

Our Places

| | | |
|------|--|----------------|
| | <i>Summary Statement (RAG rated)</i> | <i>Page 20</i> |
| BC22 | Culture & Leisure Service efficiencies | Page 21 |
| BC23 | Community Health programmes delivered via Sport & Leisure Services | Page 21 |
| BC24 | New Waste Recycling Processing contract | Page 22 |
| BC25 | Review of Bereavement Services income | Page 22 |
| BC26 | Technical Partnership – further review | Page 22 |
| BC35 | Review of Transport & Fleet across the organisation | Page 23 |
| BC36 | Review of Energy costs across the organisation | Page 23 |
| BC38 | Full year effect of CEI proposals implemented during 2013/14 | Page 24 |

Our Economy

| | | |
|------|--|---------|
| BC27 | Review of Business & Economic Development training, supplies budgets and working hours | Page 26 |
|------|--|---------|

Corporate / Cross-cutting

| | | |
|------|---|----------------|
| | <i>Summary Statement (RAG rated)</i> | <i>Page 28</i> |
| BC28 | Treasury Management savings from Treasury Management Strategy | Page 29 |
| BC29 | Charges relating to support for the Trading Company | Page 29 |
| BC30 | Business Partnership – further review | Page 29 |
| BC31 | Increased income in Chief Executive's Office | Page 30 |
| BC32 | Reduction of Organisational Development budget | Page 30 |
| BC33 | Reduction of Community Investment Fund & Widening Horizons Fund to reflect reduced demand | Page 31 |
| BC34 | Strategic Services expenditure budget reductions | Page 31 |
| BC37 | Review of management and delivery staff structures | Page 32 |
| BC38 | Full year effect of CEI proposals implemented during 2013/14 | Page 32 |

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 | Green |
| 3 | Recommissioning of therapeutic services for young people | 200 | Green |
| 4 | Increased contribution from Health for health costs of children placements | 293 | Green |
| 5 | Reconfiguration of the Children's Centre offer | 550 | Green |
| 6 | Development of a modern young people service | 990 | Green |
| 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 | Green |
| 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 | Green |
| 15 | Review of Learning Disability Residential Care | 200 | Green |
| 16 | Creation of a Single Response Team for social care | 200 | Green |
| 17 | Creation of a single Mental Health Team | 150 | Green |
| 18 | Further integration of Adult Social Care provision with NHS | 1905 | Green |
| 19 | Cessation of Appropriate Adult Function | 11 | Green |
| 20 | Review of Housing related Support Services | 500 | Green |
| 21 | Creation of integrated adult, children & public health commissioning team | 900 | Green |
| 38 | Full year effect of implemented 2013/14 CEI proposals | 1161 | Green |
| TOTAL | | 9071 | |

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.

Next Milestones Complete

Project Status Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

£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

- Work has started to assess whether there are any efficiencies to be realised by negotiating placement costs regionally
- Work has started to reconfigure internal placements to increase capacity and therefore reduce OOB demand.

Project Status Work in Progress

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

Although the work identified to bring about the savings in relation to existing placements has progressed to plan, the occurrence of extra placements has had an impact on the capacity for savings. There are also conversations underway with Health colleagues around some of the funding. £100k of savings for 2014/15 is confirmed, and the project still has potential to deliver significant further savings, but not within this financial year. Proposals have been made in the 2015/16 budget to tackle this budget and improve outcomes but, in the meantime, the £400k shortfall against this year's target has been met from efficiencies gained elsewhere within the authority.

3: Recommissioning of Therapeutic Services

Saving: £200k

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

- 2 posts have been deleted
- Early discussions have started with Health colleagues about changes and funding opportunities.

Project Status: Work in Progress

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

Like BC2, this project has completed the structural changes involved, and has secured £80k in staffing savings against 2014/15 target. Discussions around funding arrangements are, again, delaying the delivery of further savings, but the project will continue into 2015/16 and the balance of this year's target (£120k) has been met via savings secured elsewhere in the programme.

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

- Negotiations are ongoing with the Clinical Commissioning Group 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 the CCG 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.
- Agreement has been reached in relation to a complex out of area placement.

Next Milestones

- Continued negotiations are ongoing with the CCG to secure appropriate financial contributions for respite & preventative services currently provided by the Local Authority.

Project Status: Work in Progress

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

Negotiations are underway to agree a framework, which will provide a set of rules for identifying what care will be funded by the Council, and what will be Health funded, going forward. The benefits of those negotiations, however, will not be realised during this financial year. £108k of savings has been confirmed against the 2014/15 target, and the balance (£185k) has been met from excess savings secured elsewhere.

| | |
|--|----------------------|
| 5: Reconfiguration of the Children’s Centre Offer | Saving: £550k |
|--|----------------------|

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 CCs 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.
- The Children's Centre consultation took place over a 6 week period ending on 14th August. During that time, 5 public meetings were held at different locations across the borough as well as 2 stakeholder briefings and questionnaires available at every Children's Centre and Customer Service Centre as well as online.

Next Milestones: Complete

Project Status: Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

£550k staffing savings confirmed for 2014/15

| | |
|--|----------------------|
| 6: Development of a Modern Young People’s Service | Saving: £990k |
|--|----------------------|

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 is 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.

Next Milestones: Complete

Project Status: Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

Service restructured and 38 fte posts deleted or transferred to other providers. £990k savings target achieved.

7: Review of Adoption Means Testing & Allowances Saving: £60k

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: Complete

Project Status: Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

£60k 2014/15 savings confirmed.

8: Home to School Transport Eligibility

Saving: £80k

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: Complete

Project Status: Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

£80k staffing savings confirmed against 2014/15 target.

9: Reduced Supplies and Services Budgets

Saving: £50k

Council Plan Priority: Our People

Project Summary

Top slice all supplies & services & third party budgets across CYPL and Commissioning and Fair Access service areas.

Next Milestones Complete

Project Status: Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

£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 14/15, 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 |
|-------------------|-------|-------------------|-------|

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 |
|-------------------|-------|-------------------|-------|

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 Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

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 Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

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 Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

The budget reduction has been made, and the £50k saving has therefore been achieved.

15: Review of Learning Disability Residential Care

Saving: £200k

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.

Next Milestones: Complete

Project Status: Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

Savings have now been identified within the residential care budget which fully meet this target hence reclassification as green.

16: Creation of a Single Response Team for Social Care Saving: £200k

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.

Next Milestones: Complete

Project Status: Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

The £200k saving has now been achieved.

17: Creation of a Single Mental Health Team Saving: £150k

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 Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

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: £1905k

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.

Next milestones: Ongoing

Project Status

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

A project Board and Plan are now 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. Milestones are on track and savings have been achieved.

19: Stop Appropriate Adult Function (Police Duty)**Saving: £11k****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 Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

The service has now ceased. The full £11k saving has been secured.

20: Review of Housing Related Support Services**Saving: £500k****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.

Next Milestones: Complete**Project Status:** Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

This project involves commissioning and service redesign elements. Interim agreements are now in place which have secured the 2014/15 savings.

21: Integrated Adult, Children & Health Commissioning**Saving: £900k****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).

Next Milestones

- Re-structure work continues
- Care Act guidance on transition now published and work underway to review current position against new guidance
- Continue to identify cases for CHC/shared funding with Health

Project Status

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

This project has a number of different elements, including staffing reduction, changes to fees, and service redesign. Staff savings have been achieved in year by holding vacancies pending agreement of a new joint structure (£100k). A Project Plan is in place for the service redesign element but the transition savings will be achieved over a longer timescale as children progress to adult services (£200k). A further £600k of savings has been achieved in relation to Continuing Health Care (CHC) and Case management. In year the shortfall against target has been managed by additional one off income from the CCG.

38: Full Year Effect of Implemented 2013/14 Proposals Saving: £1161k

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 |
|-------------------|-------|-------------------|-------|

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 | Green |
| 35 | Review of Transport & Fleet across the organisation | 250 | Green |
| 36 | Review of Energy costs across the organisation | 250 | Green |
| 38 | Full year effect of implemented 2013/14 CEI proposals | 848 | Green |
| TOTAL | | 2541 | |

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 Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

The budget reduction elements of this project are complete, and £249k of the total saving has therefore been achieved. Marden Bridge Middle School took over management and operation of the site facilities (including community use) on the 2nd June 2014. The shortfall (£15k) caused by late implementation will be managed within the service.

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 |
|-------------------|-------|-------------------|-------|

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 Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

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 Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

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 are being considered and the principle accepted by Capita. Work is underway 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) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

This was an additional target, over and above the contractual 2014/15 figure. However, prolonged commercial discussions relating to the original Business cases, and a determination to agree a single view of the contractual position against which future savings could be secured, meant that the development and agreement of new Business Cases was not possible. The savings target has therefore been met from overachievement elsewhere in the programme.

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

Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

The £250k savings target has been achieved via a range of measures to reduce vehicle running costs, and by extending usable vehicle life.

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) | Green |
|-------------------|-------|-------------------|-------|

This project relied on a number of strands to achieve the savings target. The budget related elements were achieved, but the street lighting element (£148k) was reliant on the roll-out of

energy saving technology. Because some elements of the programme were rolled out later than expected, the full projected savings were not realised within the financial year. The Council’s streetlighting partner SSE agreed to make a one off payment of £115k to cover 75% of the pressure. The remainder was covered by over achievement of savings elsewhere in the programme.

38: Full Year Effect of Implemented 2013/14 Proposals Saving: £848k

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) | Green |
|-------------------|-------|-------------------|-------|

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

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 Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

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 | Green |
| 30 | Business Partnership – further review | 960 | Green |
| 31 | Increased income in Chief executive's Office | 240 | Green |
| 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 |
|-------------------|-------|-------------------|-------|

The £250k saving target was actually achieved by taking advantage of low, short-term borrowing rates, which resulted in a significant over achievement of in-year interest savings.

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 Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

The timing of delivery of support to the trading company means that no income will be achieved in 2014/15, however the saving has been secured through other actions across the programme.

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) | Amber | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

£400k of efficiencies were achieved through commercial arrangements within the contract. The remainder of the target was met by over achievement of savings in other parts of the programme.

| | |
|--|----------------------|
| 31: Increased Chief Executive Office Income | Saving: £240k |
|--|----------------------|

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 Complete

| | | | |
|-------------------|-------|-------------------|-------|
| RAG (last period) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

This project relied on income and funding changes. Trading Company income targets were not achieved, but the savings target was met via an increased level of other legal transactions, including land matters, highway related orders, planning agreements other property related work and provision of training and other services to other public bodies as well as a reduction of costs related to the wholesale transfer from paper to on line library resources.

| | |
|--|---------------------|
| 32: Reduced Organisational Development Budget | Saving: £68k |
|--|---------------------|

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 |
|-------------------|-------|-------------------|-------|

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

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 |
|-------------------|-------|-------------------|-------|

This has been removed from the budget from 1st April 2014. Full £125k saving is achieved.

34: Strategic Services Budget Reductions Saving: £46k

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 |
|-------------------|-------|-------------------|-------|

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: £2699k |
|--|-----------------------|

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) | Green | RAG (this period) | Green |
|-------------------|-------|-------------------|-------|

This project represents staffing reductions across the authority. All restructures have been completed, budgets have been adjusted and savings secured.

| | |
|--|----------------------|
| 38: Full Year Effect of Implemented 2013/14 Proposals | Saving: £462k |
|--|----------------------|

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 |
|-------------------|-------|-------------------|-------|

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.