

CBF Programme 2015/16

Progress Report: June 12th 2015

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Ready for School

Programme Theme Summary

The majority of young people in North Tyneside are ready for school; they have had the right support to be ready to learn and to spend time with others. However, some of our young people have a tougher start in life and we think we should be redesigning our services and focussing the £15million we spend in this area on making sure that more of those who are most vulnerable are ready for school.

We know that will ensure they have better life chances and we also know they are less likely to require support and intervention from public services in the long term.

We have therefore worked with the range of people involved with North Tyneside's very young people and their families to develop an entitlement for each young person. We will use that to redesign our services and to check that we are giving those young people the best possible start in life.

Project Progress Summary

Business Case	Project	Saving (£k)	RAG
RFS01	Review of Early Years Services	1258	Green
RFS02	Develop Family Partner Services	157	Green
TOTAL		1415	

RFS01: Review of Early Years Services

Saving: £1258k

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

Using the entitlement we have developed and the principles we have applied in delivering the Our North Tyneside Plan we will review all of our early years services. This will include targeting crèche services at those who most need them and reviewing nursery provision across the Borough to ensure comprehensive provision at accessible cost. Building on our work with schools to ensure we make the most of the national Two Year Old offer we expect, by the end of the year, to be demonstrating clearly that the Council's resources are targeted at those who most need them.

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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RFS02: Develop Family Partner Services

Saving: £157k

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

Our Family Partner work has made a real difference in making sure young people and families are ready for school. Nationally recognised as a top performer by the Troubled Families Programme, this proposal reflects the request by the national team, to build on our success and enter early, the next phase of the programme. The figure represents a prudent estimate of the likely benefit to the Council of the work the team will deliver in 2015/16.

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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Ready for Work

Programme Theme Summary

The majority of young people and adults are ready for work. The people of North Tyneside make a remarkable contribution to the economy of the North East and the nation. Many are employed in nationally and internationally significant organisations. However, too many are not in work and some of our important strategic businesses are struggling to find the right people with the right skills. We therefore plan to spend the £175million the Council commits to this work in a way that prioritises those who find it most difficult to get ready for work and to match our talented people to our businesses.

We know that work is the key difference in making sure families are protected from poverty and that young people and adults who are ready for work and find the right employment have significantly improved life chances as well as a much reduced need for public services. We have therefore worked with the range of people involved with North Tyneside's economy to develop an entitlement for each young person. We will use that to redesign our services and to check that we are giving those young people the best chance of being ready for work.

Project Progress Summary

Business Case	Project	Saving (£k)	RAG
RFW01	Review of Ready for Work Services	257	Green
TOTAL		257	

Council Plan Priority: Our Places

Project Summary

Using the entitlement we have developed and the principles we have applied in delivering the Our North Tyneside Plan we will review all of our services which support residents to be ready for work. This will include looking at our overall approach to thinking about work, sharpening how we deliver our School Improvement Service to reflect a changing agenda and, in line with the work agreed with Cabinet as part of the Education Review, review North Tyneside's approach to adult learning.

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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Cared For, Safeguarded & Healthy

Programme Theme Summary

This is a significant part of the Our North Tyneside Plan and the priority placed on Our People. Benchmarking and peer review suggests that North Tyneside has strong services in this area and that the £108million associated with this work is well spent. However, these services also have the highest individual impact and risk. And our adult, children's and public health services are all operating in an environment of national policy change and rising demand.

Our Health and Wellbeing Strategy overseen by the Health and Wellbeing Board, commits partners to a strong set of priorities. Our Joint Strategic Needs Assessment continues to shape our commissioning intentions. Our Integration Programme has developed better shared working. However, we are also required to take account of the Care Act and national changes in social care as well as the creation of the National Better Care Fund.

Project Progress Summary

Business Case	Project	Saving (£k)	RAG
CFSH01a	Care & Connect	158	Green
CFSH01b	Charging homecare	105	Green
CFSH01c	EHCT	85	Complete
CFSH01d	Outsource contact arrangements	53	Complete
CFSH01e	Public Health Support for Sport & Leisure	469	Complete
CFSH01f	Shared lives	131	Green
CFSH02a	Care Call	220	Green
CFSH02b	Extra Care charges	50	Green
CFSH02c	ISL services demand management	35	Green
CFSH02d	Looked after children short break (out of Borough)	518	Red
CFSH03a	CHC case management	870	Amber
CFSH03b	DANS	115	Complete
CFSH03c	Managing growth – assessment and care management	462	Complete
CFSH03d	Reablement funding	650	Green
CFSH03e	Health funding to support Cedars	900	Green
CFSH04a	Integrated commissioning & training	800	Green
CFSH04b	Independent Fostering Agencies on Framework	52	Green
CFSH04c	Residential care savings	230	Green
EN02	Commercial activity (from 'Enabler' project)	27	Complete
TOTAL		5930	

Council Plan Priority: Our People

Project Summary

Establishment of a new service Care and Connect which will provide a different way of working with adult social care customers. This will involve the creation of alternative customer pathways in order to provide more effective information and advice and proportionate social care 'assessment' and care and support planning. This has the potential to significantly reduce the number of referrals to professional social work teams and prevent and delay the need for more costly social care services.

Recent Progress

- A 6 month evaluation of the new service has been completed and presented to the CBF Programme Board
- A quarter of users have been diverted from social work assessment and predicted increase in demand for advice and information from the Care Act have been responded to without social work intervention.

Next Milestones

- Further development of measures to assess, quantify and monitor what the service saves, in terms of avoided interventions

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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Council Plan Priority: Our People

Project Summary

The current home care contracts are due to be re-tendered, with new arrangements coming into place from April 2015. The existing rates paid for the service have been in place for 5 years now and there has been no inflationary increases applied during that time, nor has the cost to customers increased. Under the new contracts, the Council proposes to move to a flat hourly rate. This will enable the Council to review its charge for the service. It will also allow us to review our maximum charge (currently £200) and to consider increasing it, or abolishing it.

Recent Progress

- Consultation sessions have been completed and an on-line survey and postal survey ended on 25th March 2015.

Next Milestones

- The new charges will come into effect in September 2015, due to delays with the Home Care Tender and gaining Cabinet agreement, which have been outside of the control of ASC.

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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CFSH01c: EHCT

Saving: £85k

Council Plan Priority: Our People

Project Summary

Reconfigure the Early Help and Co-ordination Team and reduce staffing by a manager post and a worker. The team need to be part of the suite of options available at the Front Door and ensure that they are able to respond quickly and flexibly to meet the needs of families in North Tyneside.

Project Status: Complete

RAG (last period)	N/A	RAG (this period)	Green
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CFSH01d: Outsource Contact Arrangements

Saving: £53k

Council Plan Priority: Our People

Project Summary

Commissioning services from the external market to provide support arrangements for children in care to have family visits.

Project Status: Complete

RAG (last period)	N/A	RAG (this period)	Green
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This project has not delivered the planned savings due to inability of the market to provide the service required. Full savings have however been delivered through over performance in Business Case ' Means test historical RO allowances'.

CFSH01e: Public Health Support for Sport & Leisure

Saving: £469k

Council Plan Priority: Our People

Project Summary

Public health funding to support sport and leisure as a preventative health strategy.

Project Status: Complete

RAG (last period)	N/A	RAG (this period)	Green
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CFSH01f: Shared Lives

Saving: £131k

Council Plan Priority: Our People

Project Summary

The Shared Lives service is the adult equivalent of foster carers. The provision of a shared lives service offers a homely care / support environment and this is also a cost effective service delivery model when compared to residential care or supported living care. The average cost of a shared lives placement to Adult Social Care is £20k per annum against £70k for a 24 hour wrap around single person supported living service.

Recent Progress

- A vacant post has been deleted
- A new staff team is being recruited to following the restructure of internal learning disability services and targets are being set as part of the IPR process.

Next Milestones

- A recruitment / marketing campaign is being developed to recruit more carers.

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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CFSH02a: Care Call

Saving: £220k

Council Plan Priority: Our People

Project Summary

Increasing activity levels for the Care Call Emergency Response Service, continuing to build upon the success of expanding the customer base over 2012/13 and 2013/14, and as a result to generate additional income.

Recent Progress

- Progress is being made to ensure that those who are already care call customers are paying the right rate for the service they are receiving
- There has been an increase in new customers as well as a shift from the basic level one to level two increasing the income to the service.

Next Milestones

- Proactively working with the Fire Service to encourage the take up of linked smoke alarms all of which increases income.

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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CFSH02b: Extra Care Charges Saving: £50k

Council Plan Priority: Our People

Project Summary

To review the commissioning arrangements for care and support services provided into Extra Care Housing schemes, and to use learning from the pilot undertaken at Weetslade Court to work with providers to implement a Core Support Charge for all new tenants moving into Extra Care Housing from April 2015.

Recent Progress

- Work is ongoing with our existing Extra Care providers to seek to introduce a core support charge to new tenants who move into extra care during 2015/16.

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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CFSH02c: ISL Services Demand Management Saving: £35k

Council Plan Priority: Our People

Project Summary

Year two of a project to review services and support for learning disabled adults living in Independent Supported Living. The project will reviews each person's needs and those of other people living in same property and look to provide services that promote independence and that are delivered in the most cost effective way.

Recent Progress

- Kier NT have started on site at Somerville with a planned end date for handover of December 2015
- We continue to work with high cost providers to review service costs and make the services more affordable and sustainable
- A Housing Market Position Statement has been launched

Next Milestones

- Discussions with a number of developers and care providers about a new housing model and the opportunity for them to be in place in 2016/17 and 2017/18
- A delivery plan is being developed with colleagues in the Housing Strategy Teams.

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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CFSH02d: Looked After Children Short Break (OOB) Saving: £518k

Council Plan Priority: Our People

Project Summary

Restructuring of internally provided services that support Looked After Children. This will include a new approach which will focus on preparing older children to develop independent supported living skills.

Recent Progress

- Project Team has been established to track progress.

Next Milestones

- Development of a plan to secure the £190K shortfall via savings from out of borough placements.

Project Status

RAG (last period)	N/A	RAG (this period)	Red
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Most elements of this project are on track, except for Edwin Grove proposals. This element of the project requires further work to ensure that plans will fit with a longer term and fit for purpose model for LAC services. Current estimate of savings that are deliverable leaves a shortfall equating to around £190K.

CFSH03a: CHC Case Management Saving: £870k

Council Plan Priority: Our People

Project Summary

Through the Better Care Fund framework, ASC and the CCG are seeking to develop a Pooled Budget; the options in terms of which funding streams would be included are still in development. There will include scope to streamline the financial arrangements and cease some of the cross/back charging issues, which would make the system more efficient and reduce costs.

Recent Progress

- Plans are progressing with the CCG in relation to Continuing Health Care Case Management function
- Slight delay in implementation agreed by all parties to ensure a safe handover. Aiming for 1 July transfer of responsibilities.

Next Milestones

- Transfer of responsibilities

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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This work is included as part of BCF negotiations with the CCG.

CFSH03b: DANS

Saving: £115k

Council Plan Priority: Our People

Project Summary

Reduction in two management posts in children's disability teams. No impact or change to frontline services.

Project Status: Complete

RAG (last period)	N/A	RAG (this period)	Green
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CFSH03c: Managing Growth (Assessment & Care Mngmnt)

Saving: £462k

Council Plan Priority: Our People

Project Summary

To manage growth linked to the Care Act responsibilities and Dilnott charging requirements, through realigning resources in light of the analysis of referral rates, case loads and new approaches to care management (care and connect). Seeking to harness the potential of the Care Act to move away from the view of the Council as a Paternalistic provider of services.

Project Status: Complete

RAG (last period)	N/A	RAG (this period)	Green
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CFSH03d: Reablement Funding

Saving: £650k

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

Transfer of NHS monies to support health related social care through the Better Care Fund.

Recent Progress

- Finalised detail of the Section 75 Agreement for the Better Care Fund.

Next Milestones

- Commissioning exercise to put the new services in place.

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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CFSH03e: Health funding to support Cedars

Saving: £900k

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

Transfer of NHS monies to support health related social care through the Better Care Fund.

Recent Progress

- Finalised the detail of the Section 75 Agreement for the Better Care Fund.

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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CFSH04a: Integrated Commissioning & Training

Saving: £800k

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

Establishment of a new people based commissioning team for adult social care, children and some elements of public health. There are savings made from the actual staffing restructure and then for further join of commissioning activity throughout the year.

Recent Progress

- Restructure concluded.

Next Milestones

- Interviews scheduled to fill vacant posts (June)
- Plans developed in conjunction Heads of service to deliver the wider efficiencies from commissioned services.

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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CFSH04b: Independent Fostering Agencies on Framework Saving: £52k

Council Plan Priority: Our People

Project Summary

Smarter commissioning for foster placements; only using fostering agencies who are on an agreed framework which ensures quality and price paid.

Recent Progress

- Examination of off-framework placements

Next Milestones

- Propose new price bands, to take effect from October 1st 2015

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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Over June we will be looking at our current off-framework placements in and proposing the new price bandings which will take effect from 1st Oct. Once this exercise is complete final savings will be agreed.

CFSH04c: Residential Care Savings Saving: £230k

Council Plan Priority: Our People

Project Summary

Review of long term residential care placements for those with a learning disability. The review will ensure that placements are correct and needs are met in the post cost effective way.

Recent Progress

- All individuals in residential care provision have been identified and review work has commenced.

Next Milestones

- Discussions with providers about the process.

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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EN02: Commercial Activity (from 'Enabler' project)	Saving: £27k
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Council Plan Priority: Our People

Project Summary

Where a child lives, or is to live, with a person as a result of a Residence Order, a Local Authority may make contributions to that person towards the cost of accommodation and maintenance of the child. This project has introduced means testing for this process so that payments are made to those according to financial need.

Project Status: Complete

RAG (last period)	N/A	RAG (this period)	Green
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Complete. Savings delivered in excess of original target with excess used to support Business Case 'outsource contact arrangements' (CFSH01d).

Great Place to Live, Work and Visit

Programme Theme Summary

Feedback from residents, business and visitors confirms that North Tyneside is a great place to live, work and visit. In order to maintain and develop that important aspect of the Borough we have been working with residents and partners to understand just what it is that makes North Tyneside so popular. We have then begun to shape the £74million we spend in this area to develop and maintain our core offer.

That means thinking about our streets and communities, our businesses and employment space and the river and parks, retail opportunities and events, coast and river that bring people the Borough.

We have worked hard to focus on what is important to residents, businesses and visitors while thinking carefully about our core offer and where that is delivered from. We have also continued our successful work to make North Tyneside sustainable and reduce our impact on the environment: Where we have had success we can demonstrate we are saving money.

Project Progress Summary

Business Case	Project	Saving (£k)	RAG
GP01	Review of Core Offer	628	
a	Review of Libraries Arts and Museums	85	Complete
b	Review shrub and hedge maintenance	120	Complete
c	Change in public swimming programme	133	Complete
d	Reduced spend on Community Safety initiatives	25	Complete
e	Business and Enterprise	165	Complete
f	Review of Accommodation	100	Red
GP02	Reduce our Carbon Footprint	21	Complete
TOTAL		649	

GP01: Review of Core Offer

Saving: £628k

Council Plan Priority: Our People

Project Summary

The Council has invested heavily in its cultural offer and public space; there are new and refurbished leisure centres, new and refurbished customer first centres and new and refurbished libraries as well as a rebuilt theatre and exciting plans for the Coast and the North Bank of the Tyne. As we have developed these services we can see where we can sharpen our offer and tie it into what the community tells us is important. In particular, we have undertaken significant work to understand the Council's asset base and begun to take important steps to manage that efficiently and sustainably for the future; this has included a new approach to handling industrial estates, significantly improving how we manage our fleet and a new approach to improving our Bereavement Service.

GP01a: Review of Libraries Arts and Museums

Saving: £85k

Recent Progress: Complete

Next Milestones: Complete

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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GP01b: Review of Shrub & Hedge Maintenance

Saving: £120k

Recent Progress: Complete

Next Milestones: Complete

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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GP01c: Change in Public Swimming Programme

Saving: £133k

Recent Progress: Complete

Next Milestones: Complete

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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GP01d: Reduced Spend on Community Safety Initiatives

Saving: £25k

Recent Progress: Complete

Next Milestones: Complete

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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GP01e: Business and Enterprise **Saving: £165k**

Recent Progress: Complete

Next Milestones: Complete

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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GP01f: Review of Accommodation **Saving: £100k**

Recent Progress:

Work has begun to explore new opportunities to improve the efficiency of the Council's estate.

Next Milestones:

The review of accommodation is linked to wider work to improve the efficiency of the Council's estate.

Project Status

RAG (last period)	N/A	RAG (this period)	Red
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GP02: Reduce Carbon Footprint **Saving: £21k**

Council Plan Priority: Our People

Project Summary

The Council committed to ambitious targets in terms of Carbon Reduction and has used those to fundamentally change our operations and, as well as reducing carbon, save money. Our schools and residents have seen the benefit of our work in this area – helping Governing Bodies understand their energy consumption and make changes that save money and reduce the impact of their operations; helping residents keep their homes warm and choose options to reduce their fuel bills.

This efficiency flows from that huge effort. Lead by our Cabinet Member for Sustainability. The Council has reduced its Carbon Footprint by installing new LED lighting and alternative technologies as well as taking a new approach to street lighting. Consequently energy bills have been managed and the cost to the Council of the Government's Carbon Reduction scheme has reduced.

Recent Progress: Complete

Next Milestones: Complete

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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Enabling

Programme Theme Summary

As well as four large-scale service redesign projects there is a constant need to ensure the operations of the Council are as efficient as possible. Beyond the services in scope of the redesign projects the Council spends £55million delivering services and investment in the borough.

Project Progress Summary

Business Case	Project	Saving (£k)	RAG
EN01	Treasury Management	1835	Green
EN02	Commercial Activity	1806	Green
EN03	Electronic Data Management System	210	Amber
EN04	Management & Structures	2056	Amber
TOTAL		5907	

EN01: Treasury Management

Saving: £1835k

Council Plan Priority: Corporate / Cross-Cutting

Project Summary

The Council continues to manage its debt portfolio and cash flow in a difficult environment. However, past performance and current market analysis suggest that even a prudent approach will yield significant benefit for the Council.

Recent Progress

The Authority is currently holding a significant proportion (approximately 25%) of its General Fund debt as temporary borrowing (at low interest rates) or internal borrowing and this is generating financial savings. At present the target is expected to be met.

Next Milestones

The position is under constant review and changes in the market could impact on the eventual level of savings achieved. For example, an increase in interest rates would lead to increased costs for the Authority or market changes could lead to a decision to move from temporary to more long term borrowing at a higher interest rate.

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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EN02: Commercial Activity **Saving: £1833k**

Council Plan Priority: Corporate / Cross-Cutting

Project Summary

The Council is a significant commercial organisation; beyond strategic commissioning its day to day purchasing needs to get the right products at the right price and, in line with the agreed principles, the income paid for services reflects the business the Council runs.

This business case covers three main areas:

- 1. Corporate contract and expenditure review
- 2. Service reduction in supplies and services expenditure
- 3. Income generation.

1. Corporate contract and expenditure review **£505K**

A review of supplies and services across Corporate Service cost centres, and a number of contract reviews have led to a number of savings being identified this include the following: External Audit Fee, Insurance Premium ,Community Grants, Training budgets, Service Improvement fund.

No material risks identified at this stage in relation to the proposals under this heading.

2. Service expenditure review **£471K**

The majority of this savings target relates to a reduction in Supplies and services budget headings across the Council .The remaining balance is in relation to a review of Residence Order allowances by way of means testing such payments .This approach is consistent with the approach taken in relation to Adoption and Special Guardianship allowances

No material risks identified at this stage in relation to the proposals under this heading.

3. Income generation

£857K

North Tyneside Council run a number of highly regarded services that generate income, in line with the Charging guiding principles the following areas have identified increased income proposals for the forthcoming financial year. The service areas this relates to are as follows:

- Catering Services £260k
- Sport & Leisure £158k
- Bereavement Services £209k
- Car parking £230k

No material risks identified at this stage in relation to the proposals under this heading.

Recent Progress

All measures are in place. Going forward, income levels will be monitored against expected levels to assess the extent to which this project remains on track to achieve its saving target.

Next Milestones

Ongoing income monitoring.

Project Status

RAG (last period)	N/A	RAG (this period)	Green
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EN03: Electronic Data Management System

Saving: £210k

Council Plan Priority: Corporate / Cross-Cutting

Project Summary

The Council handles vast amounts of data in a sensitive and regulated environment. With the Council’s partner Cofely, the organisation is therefore investing in new technology to manage data. That technology is accompanied by significant business process redesign and the products are intended to make those processes less labour intensive. Over the next 3 years the Council will generate efficiencies as a result of implementing the system.

Recent Progress

- Synchronisation issues have delayed progress of the project. Cofely is working with OpenText to develop solutions
- Release 1 (of 5) migration pilot in progress with Policy, Performance and Research Team (NTC) and H&S Team (Cofely). The pilot will be completed for Research and H&S in the test environment and will be completed in the live system once the synchronisation issues have been resolved
- Business Process Improvement work has commenced for Release 1. Review & Approve; and Starters, Movers, Leavers workflows have been developed and are being tested. Work has commenced on the Education, Health Care Plan and Occupational Health workflows
- Release 3 go-live delayed until synchronization issues have been resolved
- Release 4 kick off meeting held 19 May.

Next Milestones

- OpenText has stated they will provide a patch for synchronization issues on 26 June. Cofely will install the patch in the test environment with a view to installing into the live system for 13 July
- Release 4 file planning sessions due to commence 15 June
- Release 5 due to go live in October. This release includes provision for Elected Members
- Head of Commercial and Business Redesign leading on work to align the benefits of EDRMS and CBF (phases 2 and 3).

Project Status

RAG (last period)	N/A	RAG (this period)	Amber
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EN04: Management & Structures

Saving: £2056k

Council Plan Priority: Corporate / Cross-Cutting

Project Summary

In line with service redesign and the review of the Council's Core Offer is a fundamental look at the organisation and how it will be reorganised to deliver the policy direction and redesigned services. This includes shrinking the management of the organisation to reflect reductions in resources and bringing together similar and linked services to ensure consistency and lowest possible cost.

Project Status

RAG (last period)	N/A	RAG (this period)	Amber
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All work is underway and full delivery of savings is expected. However, as all of the restructure work has not yet been completed, the project is currently Amber.